

Connexion

Stay Connected

A Periodic Newsletter for IIMC Alumni

Volume 3, Issue 2, September 2012

From The Editor's Desk



It gives me immense pleasure in presenting the September 2012 issue of the Connexion. This issue covers select activities of the Institute and alumni during the period July - September 2012. This issue contains two interviews- one by Mr. Thulasiraj Ravilla of

Aravind Eye Care System and the other by Mr. Savitra Sirohi of OSS Labs. The discussions revolved around their experience at IIMC, how they evaluate IIMC now as alumni, and their suggestions for making IIMC achieve greater heights.

The current issue also includes a 'Memoir' section which contains three interesting pieces. The first one is by Prof. Sudas Roy, an alumnus from the first batch and a retired professor of IIMC. Prof. Roy in his article, which was originally published in Business World, shares his experience at IIMC as faculty and the experiments carried out in IIMC's early days in curriculum development, pedagogy, and teaching materials development. The second piece, by a fresh graduate Mr. Ishan Mahajan, talks about the author's experience in the land of *mishti doi* and *Rabindra sangeet*. Mr. PratapThoppil, the author of the third piece, is an alumnus from 28th batch and he mentioned that he was not in touch with his alma mater since graduation and was happy to connect with alumni cell after 19 years.

The Institute is going to celebrate the closing ceremony of our Golden Jubilee on November 14, 2012. You are all invited to attend the celebration

and make it a memorable event. The detailed programme schedule for the event will be separately sent to you in next seven days.

This issue highlights major upcoming workshops and conferences planned in the next three months. You may be pleased to note that IIMC has tied up with Princeton University and University of Pittsburgh to hold a joint workshop.

This issue carries news of Mumbai, Chennai and Kolkata alumni chapters. I urge other chapters also to share their activities with us so that we can carry those in our forthcoming issues.

It is our endeavour to continuously improve the content, coverage, look and feel of the magazine. Please feel free to write to us with your suggestions for further improvement.

Ashok Banerjee

Dean (New Initiatives & External Relations)

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IIMC Director receives Ravi J Matthai National Fellowship Award



Professor Shekhar Chaudhuri, Director of IIM Calcutta has been conferred with the prestigious Ravi J Matthai National Fellowship Award at the 24th AIMS Annual Management Education Conference 2012. Ravi J Matthai National Fellowship Award, instituted in the memory of the first full-time director of Indian Institute of Management Ahmedabad, is awarded to educators and professionals for achieving a high level of distinction in their respective disciplines. Incidentally, Uday Salunkhe, group director, Welinkar Institute of Management Research and Development and E Abraham, SJ, director XLRI Jamshedpur, were amongst the other two academicians who received this award this year.

IIM Calcutta acknowledges retired professors through Agnitio



Prof Amit Jyoti Sen



Prof Raghendra
Chattopadhyay



Prof Amitava Bose

IIM Calcutta has introduced a new initiative AGNITIO in order to celebrate the long and prolific service of some of the professors of the Institute. Agnitio, a Latin word, meaning recognition, is a platform to honour a professor with due respect on the eve of his/her retirement and it provides an opportunity for the Institute community to listen to vast experience of the

eminent faculty and reflect upon the trends in management education. The event has recently been introduced and its maiden episode was held on July 30, 2012 when three eminent professors - Prof. Raghendra Chattopadhyay, Prof. Amit Jyoti Sen and Prof. Amitava Bose were felicitated and were requested to share their long years of experience at IIMC. The programme was presided over by Professor Shekhar Chaudhuri, Director of IIM Calcutta and Prof. Ashok Banerjee (Dean NIER) and attended by other faculty members and officers. Three professors spoke at length about their many years of ringside view of teaching and research at IIMC. The programme concluded with the presentation of mementos, a silver discoid with their names sculpted on it by Professor Shekhar Chaudhuri.

CCG of IIM Calcutta brings out a new Book on Corporate Governance

In association with Indian Institute of Corporate Affairs and Thought Arbitrage Research Institute, New Delhi, the Centre for Corporate Governance of Indian Institute of Management Calcutta has contributed to a book on "Corporate Governance in India : From Governance to Reality". The book has been forwarded by Dr. Bhaskar Chatterjee, Director General & CEO of Indian Institute of Corporate Affairs with a message from Dr. M Veerappa Moily, Minister of Power & Corporate Affairs, Govt. of India. The book comprises of series of research papers carried out in close consultation with academicians and practitioners working in the area of corporate governance to provide a comprehensive view of the subject. The book has been released by the Hon'ble Minister, Dr Veerappa Moily in New Delhi on September 12, 2012.

49/19 Batch Induction

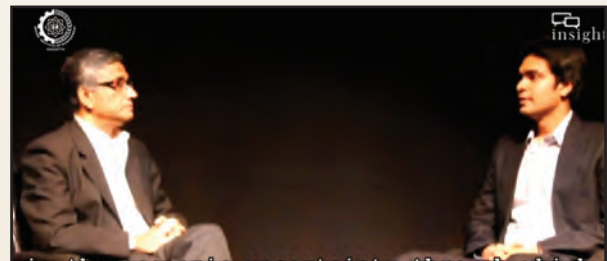
The Induction module and the Fresher's welcome for the 49/19 bath having 462 students was held on 22nd of June, 2012. The evening started with welcome speeches from Prof. Anindya Sen, Prof. Subir Bhattacharya, Prof. Suren Sista, Prof. Shekhar Chaudhuri and Prof. Somprakash Bandhyopadhyay. The speakers spoke of the tradition of this great institute and the expectations that now weigh on the shoulders of the students to maintain the tradition and carry it forward. Finally they congratulated the students and welcomed them to the Institute. The podium was then handed over to the chief guest of the evening, Shri Vinayak Lohani, who is an IIMC alumnus. He started the organization Parivaar after his MBA to look after the welfare of homeless children. A speech from somebody who took the path least taken was an enlightening experience for the students.

Mr. Lohani spoke about his student life and how common outlook of everyone did not go down well with him and thus got him thinking. Influenced by his surroundings, he decided to opt out of placements and start Parivaar. He then went on to talk about how students these days develop a superiority complex and thus fail to show enough respect to those who rightfully deserve it. He referred to this as irreverence. Second he spoke about being class prisoners. He started by quoting Amartya Sen, who had commented on a company walking out of Bengal because of the agitation by the locals against setting up a car manufacturing plant. Mr. Sen had said that a company which could buy a company which was 6 times bigger than it couldn't actually manage to strike a deal with farmers and ordinary people. Mr. Lohani continued by saying that suited and booted executives of today were prisoners of their class. However he did not put the blame on the individuals but on the tradition that has been passed on by our families. Thus according to Mr. Lohani, there is lot to learn by interacting with our surroundings than we would by sitting in the cozy offices. Finally, Mr. Lohani spoke

of the fear of taking risks. He said that even students with good academic background and exceptional skills fear doing things according to their likes. Thus he raised the question that if such people fear taking risks, then who will? Thus with his words, Mr. Lohani made the students think and introspect. Overall, there could not have been a better start to the 2 years that these students would spend on the campus. While these 2 years would definitely change their lives, hopefully they are inspired to bring about a change by themselves, change in the society, change in others' lives.

By -Sanjay Sainani with inputs from Chandrakumar A (PGDM 2012/14)

Student-run ER Cell launches "Insight"



The student-run External Relations cell of IIM Calcutta recently launched "Insight", a series of interviews of faculty members. Five episodes of 8-10 min length are being planned this year. Each episode will feature a faculty member speaking on a contemporary topic from his/her domain of expertise. The interviews are shot using high definition cameras, and will be broadcast through the official Youtube channel of IIM Calcutta. In the first episode, Prof. Anup K. Sinha (Dept of Economics) was interviewed by Akash Bhotika, batch of 2013, on the recent developments in the Indian economy, and on possible solutions to revive growth. Prof. CD Mitra spoke on contemporary marketing education in the second interview taken by Nandit Pathak, batch of 2013. Professor Leena Chatterjee of Behavioural Science group will be interviewed in their next episode. Other members of the team were Aswin Murali, Jandeep Singh (ER Secys), Apoorv Khandelwal, Teany Thomas, Sajith P Surendran and Dhananjay Wagmare.

Finance Lab launches monthly e-zine, Artha

The Finance Lab has launched a monthly electronic newsletter, Artha in August 2012. The aim of this newsletter is to bring out popular articles on key areas of financial markets which may be of interest to policy makers and practitioners. The newsletter is not supposed to give a market survey of trends of the past month. Rather it would contain articles which are thought provoking and also have policy implications. The newsletter will be released on the first working day of every month. Presently it has three sections-Equity Market, Bank Market and Debt Market.



ONCONTRACT.com



ONCONTRACT.com is India's largest 'Online Contract Staffing Marketplace', where businesses of all sizes get together to find and engage 'Contractual Staff' on just-in-time and just-for-time

basis. The platform enables finding people on contract; across industries, across roles, across levels and across India. The man behind this gigantic project is CEO, Chetan Indap who did a management development programme (MDP) under titled, Leadership Excellence at IIM Calcutta in 2009.

Events

Mandi-reloaded

This year Mandi – the signature event of Team Census – showed what marketing was all about letting contestants experience it. With a huge crowd, and teams making large revenues; the event was full of fun. With Jokars and steppers in full attendance and sudden audience dance performances the event was a blast. This time the event also saw two teams participating from outside Joka with one from XLRI and the other from IIFT Kolkata. The event saw some new teams this year such as Team Ramgarh style, Nair's tea stall, Chor bazaar as well as older teams such as defending champion team angry. The teams set up stalls with food, games, drinks and merchandise. The build up to the event was better this year with teams coming up with innovative ways of promoting their products. The teams used controversies to promote their product as well as the usual videos. Mandi is all about the complete marketing and brand building experience which starts from choosing a product, marketing it, selling it and finally generating real monetary profits. The rules this year were also modified so that teams were not curtailed much so that they could try out things as creatively as

they wanted. The rules also ensured that the home teams did not have an undue advantage. The event organizers managed the huge crowd present with almost everyone on campus making full chance of the opportunity to escape from the mess food as they gorged on tasty north Indian and south Indian food. If the food was not enough there were milkshakes and desserts in a few stalls for the sweet lovers. Hues also made full use of the opportunity as they sold hand painted T-shirts at the event. The event ensured there was a social cause to it as they made way for a stall from an NGO called Silence that sold products made by them. There were a few games that were organized and Joka seemed like a town fair. As the night grew and teams had sold out all they had made and people thought the party was over the audience broke out dancing to "Gangnam style" ensuring the event ended with a bang. Though team Ramgarh style won the event everyone had a great time. As one of the Jokars said as the event drew close "We need to let the students cook more often. Perhaps we need Mandi to be organized more than once a year." Team Census - are you listening!

TEDxIIMC



The year saw a cracker of an event that turned everyone's head. Joka had its first ever TED event and as expected the seats were filled as soon as the EOI was floated. TED is a nonprofit, devoted to its mission "Ideas worth spreading". It started in 1984 as a conference, bringing together people from three worlds: Technology, Entertainment and Design. Since then its scope has become ever broader. TEDx was created in the spirit of TED's mission; the 'x' indicates that a TEDx talk is an independently organized event under license from TED. The TEDx program is designed to give communities, organizations and individuals the opportunity to stimulate dialogue through TED-like experiences at the local level. TEDx speakers come from different fields. TEDxIIMC's main vision is to establish TEDxIIMC as a reputed and sustainable platform for regular interaction between IIMC community and world's leading thinkers and doers while promoting TED's mission of spreading ideas that inspire people to change their lives, their futures and ultimately their world. At our TEDxIIMC event, TED Talks video and live speakers will combine to spark deep discussion and connection in a small group.

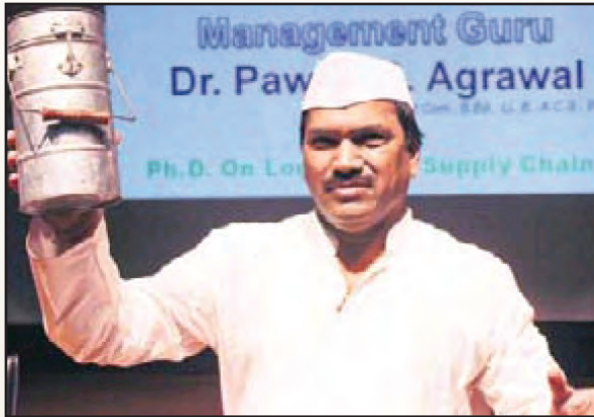
This year we had popular speakers from diverse backgrounds. Ms Shaheen Mistri, an Indian social activist and educator. She is the founder of "The Akanksha Foundation", an Indian

educational initiative in Mumbai and Pune, and is also the CEO of Teach for India since 2008. The next speaker was Nikita Singh, author of the bestselling book "Love @ Facebook". At twenty, she is one of the youngest and most realistic writers in the country today. Next up was Dr Anurupa Roy, a doctor and writer by profession. Her latest book was

'The Profile Man' and she also owns a publishing house 'Silver Books'. She is an activist for 'Youth Health Care Enlightenment' and has won many accolades such as the 'Youngest Health Writer' award and 'Youngest Literary Doctor' award. Finally how could we end without having one from our very own Joka tribe. Myshkin Ingawale, an alumnus of the 2011 batch of IIMC Fellow Programme who is an innovator and founder-Director of Biosense Technologies, low-cost medical device company that has created a device that tests for anemia in pregnant women without drawing blood, using only light.

TED's Mission Statement says "We believe passionately in the power of ideas to change attitudes, lives and ultimately, the world. So we're building here a clearing house that offers free knowledge and inspiration from the world's most inspired thinkers, and also a community of curious souls to engage with ideas and each other". Here at IIM Calcutta where we have always challenged the popular logic and always believed that a simple idea can lead to a massive change in attitudes, lives and ultimately the world. At TEDxIIMC we try to sprout the seeds of such thoughts in areas as diverse as business, Social Service, literature to Media and Science. Things can only get bigger than this with next promising to be even better.

The Great Indian Management of Dabbawala



Before diving into the amazing experience of this lecture, let us give a brief background of what the Institute Lecture Series is and how it came about. The Institute lecture series was organized as part of the Golden Jubilee celebrations of IIM Calcutta. The series feature eminent personalities who have excelled in their respective fields. In continuation of this, the 8th Institute Lecture Series was organized on the 24th of July 2012 by Dr. Pawan G. Agrawal, C.E.O. of the Mumbai Dabbawalas.

Apart from his role as CEO of the Mumbai dabbawalas, Dr. Pawan Agrawal does research and design in supply chain management. He has done his PhD with thesis on 'A study of Logistics and Supply Chain Management of Dabbawala in Mumbai'. As Prof. Ashok Banerjee said in his opening address, Dr. Agrawal has been pioneering innovator in supply chain. Prof. Banerjee also highlighted the glorious history of the Mumbai dabbawalas before letting Dr. Agrawal take centre stage. It was the time for the man in the complete white attire with a traditional Gandhi 'Topi' to deliver an inspirational talk. To begin with Dr. Agrawal gave a list of qualities that a management student could pick up from the dabbawalas. Qualities like passion, execution, dedication and time management among others. He explained the exact nature of work done by his team, clearing the fact that they simply delivered tiffins across Mumbai. He also explained the logic behind its need in a city like Mumbai. Mumbaikars leave very early from their home to reach their workplace on time. Also with the local trains running packed during peak hours,

carrying one's own tiffin would be a tedious job. Being the elongated shape of the city of Mumbai, the logistics part becomes manageable.

Mr. Agrawal then went on to talk about his efficient team. The dabbawalas are a 5000 member strong team, with 800 'Mukadams' or group leaders. The chosen person as a Mukadam was quite simply the eldest in the group. The average schooling of the workforce was 8th grade. The selection criteria were proficiency in Hindi and the physical fitness to cycle long distances. Thus Dr. Agrawal showed that skill set to be a dabbawala might be minimal, but it was the human values of dedication and passion towards work which made a difference. He then talked about the fact that the Dabbawallas were the first Indian organization to receive the six-sigma certification proving all that he had just talked about.

All through the talk, he also had the audience in splits with his unmatched wit and recollection of humorous past instances. Also in between, his knack of using Hindi anecdotes made the talk appear more informal and ensured that he had his audience's attention throughout. Dr. Agrawal then delved into some of the actual intricacies of system of dabbawalas. The part where he explained about the significance of numbers and symbols on top of each dabba was quite enlightening. Also the fact that each dabba changed hands on an average of 6 occasions before reaching its destination, and yet it almost never goes wrong showed the strength of the system and commitment of the people at work. Some video clips were also shown depicting the daily routines of the dabbawalas which gave a good perspective of how the actual work gets done.

Then he talked about various records and honours given to the dabbawallas including six-sigma certification and an entry into Guinness Book of Records and their nonchalance towards them. He continuously highlighted the commitment and passion that they had towards customers. Finally he talked about his current thesis work on Paperwallahs and ended his talk with a

standing ovation. This was followed by an interaction session with the faculty and students. At the end Mr. Agrawal felicitated the director and other esteemed faculty members with a Gandhi Topi and was in turn presented with a

memento from IIM Calcutta. This ended a very enjoyable session and the first Institute Lecture of the new academic year.

(By Dibya Mishra and Sanjay Sainani)

Swami Vivekananda Memorial Workshop



The Management Centre for Human Values organized a Swami Vivekananda Memorial Workshop on August 6, 2012 under the ONGC endowment. This Workshop was conducted by Swami Sarvapriyanandaji of Belur Math. This Workshop, under the title of ‘Socially Responsible Leadership: insights from Swami Vivekananda’ and with the added significance of being held in the 150th anniversary of Vivekananda’s birth, was attended by more than 70 participants, including students, faculty, officers and staff of IIM Calcutta. In his welcome address, Prof. C. Panduranga Bhatta, Coordinator,

MCHV outlined the importance of holding these Memorial Workshops and mentioned a few unique quotations of Swami Vivekananda which help understanding “Socially Responsible Leadership”. Prof. Shekhar Chaudhuri, Director, in his inaugural address, spoke of the uniqueness of the Management Centre for Human Values, and the pioneering initiatives it has undertaken to spread education in ethics and values. Mementos were presented to the Swamiji and also to Mr. Shantanu Dutta, who had facilitated the organization of the programme. The Swamiji dwelt at length on the dilemma of ethics, where the problem is not in understanding what is ethical or what is not, but rather in the realm of practice. Serving humanity, in Vivekananda’s view, can pave the way of self-actualisation and God-realisation. The Swamiji also dwelt at length on the idea of Servant Leadership, the implications of spiritualizing work, detachment in action, and seeking alignment of organizational and individual goals and motivation. Prof. Ranjan Mitter, In-Charge of ONGC endowment proposed the vote of thanks. It was a day that would be etched in everyone’s memory for quite sometime to come.

Prof. Utpal Bhattacharya at the Finance Lecture Series



The Finance Lab, under the Finance Lecture

Series, organized a talk by Prof. Utpal Bhattacharya of Indiana University on June 13, 2012. Prof. Utpal Bhattacharya is Associate Professor, Finance at the Indiana University Kelley School of Business. Prof. Bhattacharya’s publications have appeared in many top-tier finance, accounting and economics journals. He spoke on "Firm Mortality and Natal Financial Care". This talk began with a comparison between the age of the oldest human being alive and that

of the oldest corporation still in existence, bringing to light the significance of the phrase ‘going concern’ in the simplest possible manner. Prof. Bhattacharyya spoke on mortality rates of US public firms post IPO and the role of financial intermediaries like venture capitalists and underwriters in altering the death rate through their prenatal and postnatal care. For the enviable few lucky to attend the seminar, including faculty, doctoral students, interns and research assistants

from across the country and even the US, the key takeaways from the discussion were tips on doing research, moulding simple ideas into hypotheses that enrich and enhance the field of study and publishing a paper. The seminar was entwined with a very informative question-answer session, excerpts of which continued in an informal tete-a-tete over a sumptuous lunch arranged for all participants.

Maiden workshop on Case Writing, Teaching, and Research



Indian Institute of Management Calcutta Case Research Center’s (IIMCCRC) inaugural case writing, teaching and research workshop was held at IIM Calcutta on June 14th and 15th 2012. It was a great success, achieving significant participation from case writers and researchers from both IIM Calcutta and outside.

The workshop was inaugurated by Prof. Shekhar Chaudhuri, Director of IIMC, who welcomed the speakers and the participants. Prof. Ashok Banerjee, Dean of New Initiatives and External Relations at IIMC introduced IIMCCRC to the audience. Prof. Indranil Bose, faculty coordinator of IIMCCRC, introduced the speakers and the program of the workshop. The workshop consisted of three main sessions, spread over two days. The first session was on “Managing Case Writing”. It was conducted by Mr. Jeroen van den Berg, Center Manager of the Center for Business Case Studies, Hong Kong University of Science and Technology. He discussed at length the case writing process from idea to publication and distribution by the major case distribution centers. He threw light on important issues like how to work efficiently with the case company and the protagonist, working with outside writers and editors, obtaining copyright and preparing cases for publication.

The second session was conducted by Ms. Anjali

Raina, an alumna of IIM Calcutta and HBS. Currently the Executive Director, Harvard Business School India Research Center, she shared the HBS research center’s experience in “Case Selection and Case Writing”.

The third session was a full day workshop on “The Art of Case Writing”. It was enthusiastically conducted by Prof. Jim Erskine, Emeritus Professor of Operations Management, Richard Ivey Business School. He described the “Three Phase Process” for writing original, field based cases that are released for educational purposes. He carefully reviewed the sequence of steps in each phase of the process starting with The Case Origin Grid followed by Finding a Lead, The Initial Contact Interview, and, the heart of Phase One, The Case Plan. He emphasized the importance of the case plan for both the case writer and the contact. He explained that Data Collection, Rough Drafting, and Case Editing are the steps in Phase Two and that Class Testing and Revising the case form the steps in Phase Three.

The overwhelming and positive response to the inaugural workshop conducted by IIMCCRC indicates increasing interest in case writing and research and IIMCCRC hopes to provide the perfect platform for case writers and researchers. Prof. Indranil Bose, organizer of the workshop along with Prof. Ashok Banerjee, said: “It was a unique opportunity to learn about case writing and teaching from eminent representatives from three of the largest case repositories around the globe. The participants raved about the quality of presentations, discussions and interactions between the speakers and the members of the audience”.

PGPEX Students to organize Lattice 2012

Lattice, the annual Business Symposium organized by the PGPEX students of Indian Institute of Management Calcutta, will be held during 6-7, October 2012. With the theme “Winds of Change”, Lattice 2012 aims to usher in a wave of new ideas among participants who will go on to make a meaningful difference in the corporate world and the society as future change agents. The two-day event will be graced by the presence of eminent speakers from diverse industries and it also has exciting events such as Business Quiz, Panel Discussion and Alumni meet in store.

Golden Jubilee to conclude on November 14

The two-year long golden jubilee celebration of the Institute will come to an end on November 14, 2012 when we will see the release of the much-awaited corporate film on IIM Calcutta capturing its nostalgic journey over 50 years, filmed by noted filmmaker Goutam Ghose. The occasion will also mark the release of a prestigious commemorative volume on IIM Calcutta featuring many moods of the country’s premier management institute during its journey of 50 years since inception; the project is being steered by the noted historian Dr Indira Chaudhury of Sristhi School of Arts Design & Technology, Bangalore. This is going to be an ideal occasion for opening the Archive which will stock all the valuable and memorable pieces of our institute like awards, mementoes, MoUs, exchange materials, press clippings, documentary films, promotional materials, programme brochures, annual reports, newsletters, placement brochures, photographs and many more.

Meeting of the Advisory Board of Finance Lab

The Finance Lab has an Advisory Board, which comprises of academicians from the reputed

business schools and institutions. The Advisory Board has seven members, which include Avanidhar Subrahmanyam, Goldyne and Irwin Hearsh Chair in Finance, The Anderson School, UCLA, Los Angeles; David Yermack, professor of finance at the Stern School of Business, New York University, and also Adjunct Professor of Law at NYU Law School; Gautam Mitra, an internationally renowned research scientist in the field of Operational Research; Henri Servaes, Professor of Finance at London Business School; Suresh Sundaresan, the Chase Manhattan Bank Professor of Economics and Finance at Columbia University; Maureen O'Hara, the Robert W. Purcell Professor of Finance at the Johnson Graduate School of Management, Cornell University and Ross Watts, a Erwin H. Schell Professor of Management and Accounting at MIT Sloan School of Management, based in Cambridge, Massachusetts.. The primary objective of the Advisory Board is to evaluate the activities of Finance Lab on a periodic basis, provide guidance and future direction and furnish an independent report to the institute about Finance Lab. The Advisory Board is supposed to meet once in every two years. The first meeting of the Advisory Board is scheduled on November 15 at IIM Calcutta.

Financial Research Workshop

Financial Research and Trading Laboratory of IIM Calcutta will conduct a 2 day Financial Research Workshop during November 16-17 of 2012. The workshop will bring together reputed academics from all over the world and provide a venue to present and discuss research in various areas of finance. The workshop is a vehicle for presentation of work in progress. Those attending the workshop will get an opportunity to disseminate their scholarly work and interact with the eminent scholars and the brightest minds in the field. The paper presenters will also have the opportunity to interact with the editors/associate editors of reputed journals in finance.

India Finance Conference 2012

The India Finance Conference 2012 (IFC 2012), jointly organized by Indian Institute of Management Calcutta, Indian Institute of Management Bangalore and Indian Institute of Management Ahmedabad will be held during December 19-21, 2012 at IIM Calcutta. The India Finance Conference traces its roots to the two International Finance Conferences organized by Indian Institute of Management Calcutta in 2009 and 2011. Later, the name of the Conference was changed to India Finance Conference (IFC). The first India Finance Conference was held at Indian Institute of Bangalore during December 20-23, 2011. The conference will have topics like asset pricing and volatility in financial markets, corporate finance decisions, including choice of capital structure and dividend policy, innovations in both financial and operational risk management, quality of financial reporting and adoption of IFRS, role of corporate governance, executive compensation and ownership structure, computational finance, high frequency trading and financial econometrics and financial policies, inclusion, institutions and regulations.

Joint Research Conference by Princeton University, University of Pittsburgh and IIM Calcutta

IIM Calcutta in association with The Niehaus Center for Globalization and Governance at Princeton University's Woodrow Wilson School, and the University of Pittsburgh's Graduate School of Public and International Affairs, will organize a research conference on "Politics of the Changing World Economy". The conference will be held in Sinquerim (Goa, India) from January 4-6, 2013 at the Vivanta by Taj- Fort Aguada, a beautiful converted Portuguese fortress located on a hill overlooking the Arabian Sea.

MARCON 2012

The International Marketing Conference, MARCOM 2012 will be held during December 28-30, 2012 at IIM Calcutta campus at Joka. This conference aims to bring together thought-leaders and practitioners, from marketing and other social sciences to facilitate a dialogue that would contribute to the theory and practise of marketing. The theme of the conference is "Sustainability, and Marketing in a Socially-Connected World of Consumers".

International Conference on Contemporary Debates in Public Policy and Management

IIM Calcutta would organize the International Conference on Contemporary Debates in Public Policy and Management during 7-9 February 2013. The conference will focus on theoretical issues of public policy and management by embracing concepts of Politics and Policy, Public Sector Reform, Public Private Partnerships, and Law and Public Policy Regulations. There would be sectoral focus on health, education, infrastructure, urban and rural development, microfinance, and energy and environment. Keynote speakers from academia and practitioners will deliberate on contemporary public sector issues, and on the gap between policies and implementation. Suggested topics include Policy Design, Public Sector Reforms, Politics of Public Policy, Law and Public Policy, Regulations, Network Management, Public Private Partnerships, Accountability, Public Management and Ethics, Leadership in Public Organisations, Performance Management in the Public Sector, Public Services, Health, Food Security, Education, Urban and Rural Development, Infrastructure, Social and Financial Inclusion, Energy and Environment and Welfare and Employment. There will be three awards of Rs 10,000 each to best submissions at the conference. Three categories - public policy, public management and case study will have one award each.

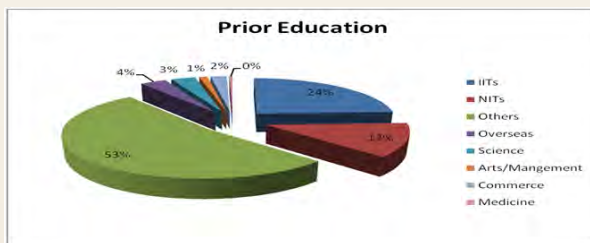
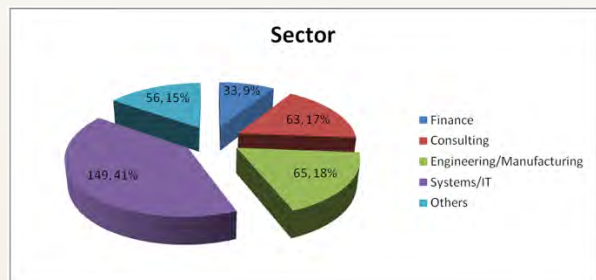
49/19 PGP Batch Profile

This year the strength of the batch is 462. Of these, 77% of the students have prior work



experience, considerably higher than the 68% of last year. This signifies the growing preference for slightly matured individuals by the Institute and the industry. Students with more than a year of work experience comprise 65%, and those with more than 3 years of work

51 female students, which account for around 11% of the batch. This implies a significant 4% increase over the previous batch. Engineering students again occupy a huge proportion of the batch, with 94% of the batch comprising of engineers. 24% are IITians, 13% are NITians. 3% of students have a degree in medicine, commerce, management or arts



experience make up 13% of the overall batch. Not surprisingly then, the average work experience of the batch is 21 months, higher than the 18 months of the previous batch. The gender ratio has also improved this year with

while there are some students from hotel management and engineering design as well. To add even more variety, the batch also has an author. And finally, 4% of students have previously studied in colleges abroad, like London School of Economics, Harvard, Duke University (USA), NUS, NTU (Singapore), Singapore Management University, Academy of Art University, University of Toronto among others.

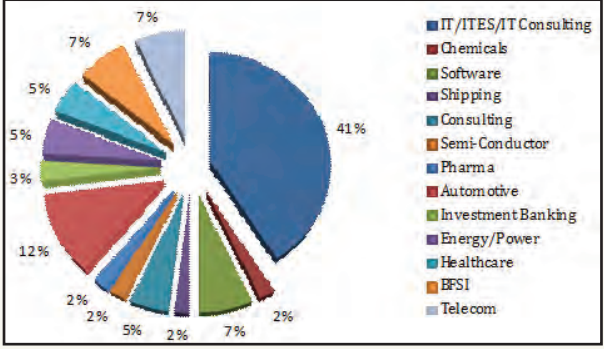
— By Sanjay Sainani

6th batch of PGPEX batch profile



The PGPEX has batch strength of 42 students from diverse age groups and work experiences. The batch has a high average GMAT score of

717 with the highest score being 770 and quite a few students obtaining a score of 750 and above. The minimum work experience for the batch is 63 months and the highest work experience is 190 months. This shows the vast diversity of experience that is available in the peer group. The students in the lower experience bracket benefit from the different points of view brought on to the table by the higher experience bracket students, while the more experienced set benefit from the fresh and innovative thoughts that the younger students contribute. The batch also boasts of an average international work experience of



majority of the class is from a technical background, they have come here with a significant amount of business domain knowledge from their respective industries. There are representations from Automobiles, BFSI, Telecom, Healthcare, Energy & Power, Pharmaceuticals, Shipping and Chip Designing to name a few. Having such varied business domain knowledge in a single batch helps the class learn extensively from the peer group during case discussions and project executions.

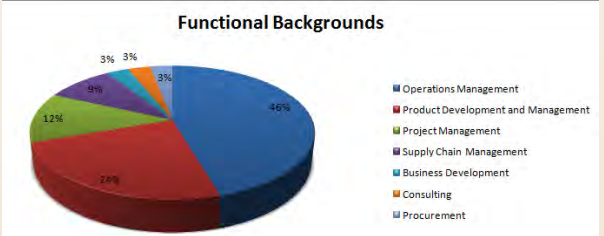
23 months. This diversity in experience is also spread across a variety of domains. While the

6th batch of PGPEX VLM batch profile



Development, Project Management, Supply Chain Management, Consulting, Procurement and Business Development. Prior to joining this programme they served as managers and junior managers in their respective companies with work experience level ranging from 5 years to 14 years. Diversity of functional expertise in a heterogeneous team empowered with managerial acumen is the hallmark of this batch.

The batch comprises of 33 students with rich professional experience in manufacturing domain across various industrial sectors such as Automobile, Metal, Aerospace & Defense, IT & Consulting, Chemical, Electronics, Consumer & Industrial Goods, FMCG, EPC, Heavy Engineering and Power. The students possess diverse functional experiences of Operations Management, Product



Eye for the eyes



Noted alumnus, Thulasiraj Ravilla received his PGDM from the Indian Institute of Management Calcutta, and remained in the city working for a multinational

company. In 1981, he joined Aravind Eye Care System and spent a year at the University of Michigan studying hospital and health management. Since then he has been part of the leadership team that has built Aravind Eye Care System into the world's largest eye care provider. In 1992, he was instrumental in establishing the Lions Aravind Institute of Community Ophthalmology. Ravilla served five years as the Southeast Asia Regional Chair of the International Agency for Prevention of Blindness, and in 2003 founded VISION 2020: The Right to Sight - India, a consortium of voluntary eye care institutions, heading it until 2008. His honours include the 2007 Champalimaud Foundation Vision Award, 2008 Gates Award for Global Health, Hospital Administrator of the Year 2008 in India (awarded by Modern Medicare and GE Health group), 2009 International Gold Award of the Chinese Ophthalmological Society, and the 2010 Conrad Hilton Humanitarian Award. Currently he is the Director - Operations, Aravind Eye Care System & Executive Director, LAICO. He has been inducted to the Board of Governors of IIM Calcutta recently. He shares his association with IIM Calcutta and his life and career with Alope Guin, PRO of IIM Calcutta in an exclusive interview:

What prompted you to become an entrepreneur?

After graduating from IIM-Calcutta in 1973, I worked in Berger (British Paints then) for 8

years. Having been away from the South for a long time now, I had been wanting to go back there. At that point in time, I happened to get in touch with Dr. Venkataswamy who mentioned that he needed an administrator to run his eye hospital. I used to discuss a lot of things about hospital management with him and that gave me an insight into how my managerial talents can be applied in a different way and this prompted me to make the switch. Entrepreneurship came much later but that was not at the top of my mind when I took up the decision to join the eye-hospital.

When you started out as an entrepreneur and left a plum job what did it change for you personally?

Financially, it was a difficult decision. The salary saw a 75% cut. The founders were not taking any salary and the doctors were also making sacrifices. It was an institution building exercise. I had also married and had a kid at that point of time. However, I held onto my belief that money is an enabler and not an endpoint.

The health sector was not a very popular choice in those days. What prompted you choose a less popular domain?

Many important areas in our country are extremely poorly managed like education and health services. They have been allowed to mature organically leading to wastage of resources and a lot could be done to improve the situation. There is a huge scope for managing these sectors better. This prompted me to select the health sector.

You have ushered in a complete makeover in eye care sector in India. How did you go about such a huge task?

Initially, there was no intention to change things. We were only trying to address the problem of blindness to the best of our ability.

We saw that a large number of people were suffering from eye problems and this was the simple driving force for our hospital. As we kept looking at the situation with an open mind, we kept innovating newer and better ways of dealing with the eye problems. Our strategists and demand group worked together to build capacity and we recognised that something very different was happening. Initially, we encountered some scepticism from different quarters questioning our way of working. We persisted and started showing that things do work better in this business paradigm. Then people wanted to learn it, understand it and adapt it in their own business.

What is the scenario regarding blindness in India? How did Aravind become instrumental in this domain?

Almost every single human being requires clinical eye care services during their lifetime. In the present time, we don't have a preventive mechanism and follow the clinical or surgical domain. In India, there are around 300 million people requiring eye care at any given point and for most conditions, only about 10% are getting the requisite attention. The difference that we brought out in eye care was to recognise it as a public health problem rather than simply as a medical problem.

How did Aravind become the world's largest eye care centre?

This wasn't by design. We had found a problem that needed to be addressed and we gave it our best. In hindsight, we realise that we did a three main things differently.

Targeting

We did not follow the traditional approach of defining the market as the present customers. The first strategy was to define the market differently by targeting the non-customers. We recognised that a lot of customers were coming to us with blindness after having suffered for 5 to 10 years when they could have come earlier. We recognised this market potential

and targeted these non-customers. We didn't build fancy hospitals to attract existing customers and instead focussed on the people who were not going anywhere. We believed in making the pie bigger and thus grow the market resulting in a great increase in our volumes.

Calculating the costs right

The second strategy was how we looked at costs. Initially, our thought process was how to charge less but then we recognised that even if we gave our service for free, people were not able to avail our service. There was a cost beyond what we charged or didn't and we decided to look at the cost problem from the patient's perspective. In a number of situations, the cost of access is significantly greater than the cost of the care itself.

For instance, if we gave the patient a prescription for a pair of glasses, he had to spend more to get the glasses than the cost of the glasses itself. With this perspective, we decided to minimise the total cost by minimising the access cost through innovative techniques by using technology to bring the access cost as close to zero as possible. We used economies of scale and brought in 50-60 patients at a time using our own transport. We designed the entire process to minimise the total cost.

Redefining quality

The third dimension we worked on was quality. The common perception of quality is the outcome, the level of infection complications



Playing volleyball with his batchmates at campus

and the whole definition was in the medical domain. We recognised quality goes beyond these factors. Patients appreciate dignity and we designed services which maintain human dignity to make all people feel equal. This created trust and we made it operational by allowing anyone to go into a free or paying section in our hospital irrespective of his/her status. This decision was completely given to the individual and there was no compulsion from our end. These measures have built trust with our eye hospital.

Today, Aravind eye care has the largest telemedicine application to give low cost services to nearly 700 patients per day. We have also brought about cutting edge innovations in the use of IT. I believe these factors have made Aravind eye care the largest eye care center in the world.

Increasing access has been an important part of Aravind’s strategy. How does Aravind’s service reach out to its target customers?

We have 56 outlets in Tamil Nadu & Pondicherry - 6 large hospitals, 4 secondary level hospitals, 5 community eye clinics and 41 completely paperless technology enabled primary eye care centres. Our direct reach and patient care is in Tamil Nadu and close to 50% of the patients come and get treated here. For our global reach, we have been doing three to four measures.

We recognised that most hospitals were not utilising their capacity fully. We launched a program to aggressively build capacity at other hospitals. In a way, it was like building our own competition. We raised funds from other donor agencies to help those hospitals adapt better practices and learn from our model. We have worked with close to 300 eye hospitals, around two-thirds of eye hospitals in India and about 100 hospitals in other countries. We didn’t push for replicating the details of what we do but we for adoption of the principles behind what makes our approach effective.

The impact of our work can be gauged from the fact that these hospitals, on an average, doubled their output within the first 18 months. Through this initiative, we have probably added 750,000 surgeries being done annually.

We have also used advocacy to shape the government policies in a subtle manner. We have been part of developing the 10th, 11th and 12th 5 year plans and other development projects and thus we have been able to bring some influence on best practices.

We are now promoting within the country to work on two ends, first to achieve universal coverage and secondly making the services more comprehensive. We publish close to 100 research papers each year in peer reviewed journals, far more than most academic institutions. All these factors cumulatively ensure that Aravind’s service reaches out to all parts of the country and the world.

How did you qualify for Schwab Fellow of the World Economic Forum?

The WEF concentrates primarily on big players. They felt a need to promote people working on social problems. So they formed the Schwab Foundation which identified people who had shown example of social enterprise. Schwab in their search found Aravind Eye Hospital and designated Dr. G. Venkataswamy (founder) and me as Schwab Fellows.

Tell us something about Vision 2020- The Right to Sight - India.

This is actually a global program launched in 1999 when some of us at the global level



Visited Belur Math with his batchmates

recognised that if blindness continued as it was, the problem would double in scale in 20 years.

Population aging and changing lifestyles are resulting in increase in the occurrence of blindness. We recognised that we need to do something aggressive and different if we wanted to bring about a change. The global blindness program was launched to eliminate avoidable blindness- blindness which can be prevented or treated with already proven and time-tested methods. It was jointly launched by WHO and a consortium of international agencies working in eye-care. India also became a signatory. Within India, we already had a national program but it was not getting traction. With the help of other players, I joined the initiative of setting up a consortium of major eye-care providers and donor agencies, mainly to bring in alignment so that the whole industry works towards one common goal.

In India we have made a tremendous amount of progress in terms of influencing the Government and also individual hospitals. Among developing countries India is seen as a shining star and we are doing infinitely better than what China does. India has become a role model.

What is your role being a new member in IIMC Board of Governors?

This is something I am learning and discovering.

One contribution I would like to make from a personal perspective is regarding how the MBAs are groomed and how business gets done. The focus is on the bottom-line. The mind works differently when you make the bottom-line as the key metric. Mind tends to work in an exploitative manner.

My aspiration would be to see an MBA world where students learn to design win-win paradigms instead of focussing only on the bottom line. It is possible to create true value in all sectors, whether you are selling cars or

insurance or anything. We are experimenting with that in our own system. Fair amount of disregard for the surplus we generate and heavy regard for the quality actually helps us get a better bottom line.

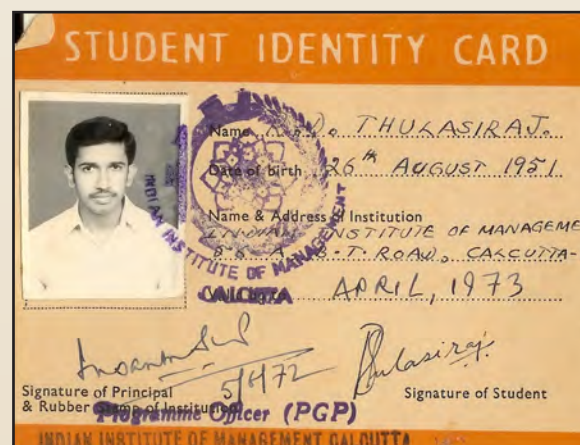
Can you tell us about your college days?

At that time we had a different campus. It was not so nice and pretty but it had its own character. We were a much smaller group, a batch size of 100, with a smaller faculty group as well. The two periods of learning I cherish the most are my school days and my two years at IIMC. Even after so many years of graduating, my close friends are all from IIM.

90% of my batch was composed of engineers and I was one of the few who had come from a different background. I was a B.Sc. in maths, younger than most of them then. I was considered a good student in B.Sc. but when I started out at IIMC I found myself at the bottom of the class. I thoroughly enjoyed playing basketball and volleyball.

We also had the Naxal movement going on back in those days. I remember getting down at Howrah station and a lot of people checking compartments because there had been a bomb threat. It never affected classes and we could move around freely in the campus at night during that time as well!

(With inputs from Aswin Murali, Srinjoy Das, Srujana Pinjala and Vaishak Venugopal, all PGP students)



His student's Identity Card

Leading Edge on Open Source Software



Mr. Savitra Sirohi has completed his graduation from Delhi College of Engineering and Post-Graduation in Management from the Indian Institute

of Management Calcutta. He has been working as the Director of Nucsoft's OSS Labs since March 2008, which provides open source technologies and services. Prior to his current role, he served as Vice President at Citibank since December 2002, where he worked in areas of Software Implementation, Vendor Management and Application Support. He has also served as a Program Manager for Pershing at HK, UK and India and as a System Analyst at TCS for couple of years. Mr. Savitra discovered his passion for Open Source Software during his IT management career. He gradually realized that they were of higher quality and easier to manage than proprietary and expensive platforms. His goal in current role is to bring to the OSS market, library and publishing communities, the same process oriented support platform that Nucsoft offers to its large customers. He was interviewed by R S Praveen, a PGP 2 student.

How do you remember your life at IIMC?

It has been a dozen of years, but I do remember that time very well. What I remember most is that it was quite competitive. I think the students

as well as the teachers were excellent. I really learnt something in IIM Calcutta which I had not done before that during my engineering or school days.

What all expectations that you initially had could be met within this four years with OSS Labs?

Before we started this, I was in sort of IT management kind of role throughout my career. Essentially being an IT person, including being a developer with TCS and then getting into Project Management and sort of support and development management role and what I really wanted to do was to get into the business side of it. Those opportunities were not available for me in the standard sort of career path that I was in. Essentially, I found this opportunity that there was someone who is willing to work with me, to finance the new venture. That's how we started this. We had the Red Hat model in our mind. The Open Source Software is very compelling from a customer point of view. But many people need private level commitment. They want to reduce the risk of using Open Source Software. So we wanted to have similar model in other areas as well. Even though the Open Source Software was free, it was of very high quality and we could make a business out of it. Since I didn't have prior business experience, we did not start it with a clearly drawn out business plan. We just thought that we will start something and see how it goes. We actually created a

business which is sustainable. We have several good names of customers. But it has also been a very good learning experience for me. At this stage, I am happy with what we have accomplished and also with what I have learnt personally.

What were the key takeaways from IIM Calcutta that helped you in establishing OSS Labs?

I don't think you can directly relate what you learnt in your Post Graduation or Graduation and what you may be doing at any point of time. According to me, the learning never stops. You really learn things when you start to do things. Let's say I am trying to do an advertising campaign for our solutions and that's when I think about what the problem is and how it can be solved; and that's when I do reading around it to find what do the textbook say about these problems. And at that time you might recall things you might have done at a place like IIMC. You may take decisions intuitively which you had learnt in IIMC.

After IIMC your learning would be mainly from Citibank where you worked for almost 5.5 years, where you earned a lot of IT management experience. You would have understood the problems with the proprietary IT systems working there. Was it the reason for setting up such an OSS based company?

I did see there, Citibank use a lot of Proprietary systems. Some are those of commercial office products. A lot of them were custom systems which they have developed in partnership with vendors. What I saw there was, we had a lot

of problems with these systems. My role was to take care of these problems and also get the implementations done for the new systems. On the side, I was also looking at Open Source Software and I found that the quality was so good, especially when comparison with the systems that we were using. And that's how I started following it and tried to understand the model and how it is sustained.

What were the challenges that you faced while implementing your learning about OSS while setting up this organization?

The cost is essentially free for the software. Most of the open source applications run on the Linux platform. You might use MySQL on the database side and apache on the web server side. Whether you run it in on one server or in thousand servers, the software is free. New versions of the software are also free. That alone is very compelling to many customers. But the other thing is that the customer doesn't get locked in. What happens with a product like oracle is you use it and you tie with that vendor, usually forever. The maintenance cost and the cost of new versions of the software are very high and you don't have a way of getting out. But in open source you have choices because you are not locked in; you have many opportunities of using some other vendors or do things on your own. And the power shift towards the customer. There is also the quality aspect. The open source development model ensures high quality. So these things have to be communicated. The biggest challenge that I have seen so far is that, in many segments people don't really appreciate what open source can do for them.

Being one of the most experienced Indian

Koha Vendors, what opportunities do you see ahead for this system? How do you go about grabbing those opportunities?

We have about 75 customers like British council library, Mysore University, Goa University and several other Indian universities. We find that libraries or institutes where the management is more educated, where management can understand the benefits of open source, there we can penetrate easily. Our target now is to hire right kind of people who can take this solution that we have. We have Koha on the cloud platform which no Indian company has.

How far the Indian Market has identified the benefits of the virtualization of the resources?

People don't know much about cloud computing. In Indian market it is more of buzz word and most people haven't used it. It is a big challenge to explain them that cloud computing actually makes a lot of sense. For instance Amazon cloud's infrastructure allows 99.95% availability. Data-durability is nearly 100%. You have auto scaling: the server can be automatically scaled up or down among many other advantages. It is a matter of education and it has to be recognized slowly. We have working examples where people are happy with technology. We just have to take it forward.

Many firms get conscious about security, availability and performance of the network based systems whenever they think about cloud computing. Being a key player in this system, how do you go about it?

There are several interesting areas in the

corporate side. For example, management of tickets raised in a call center. There is one called OTRS which is very high quality. We have been using it for servicing our customers. The alternative proprietary systems are very expensive. Other areas are HRM where we are using Orange HRM which can handle entire HRM operations. CRM and ERP are competitive; we need the right people to come in to drive this forward.

How is OSS Labs gearing up for the future? How are you planning to grab those opportunities in the future?

We think we have proven model in terms how we deliver, how we select the mature open source applications and in terms of professional support. The current challenge is to scale up. We are looking at getting the investment around it, getting business development and getting sales people.

What would you suggest to the students here who want to go into entrepreneurship?

You have to be keen on it. You have to have maturity, some business background, and new ideas. There is no harm in getting experience in regular job as well. I wouldn't recommend jumping in right now or in future. There is no hard and fast rule. As soon as possible you should get clarity on what you want to do in future. It is important to get a right mix of experiences which will help in discovering your strengths and weaknesses and working towards the right career path and will help you in discovering where your passion lies.

Professor Venky Shankar wins AMA lifetime award



Venky Shankar, a 21st batch alumnus of IIM Calcutta and a Professor of Marketing and Coleman Chair in Marketing, Mays Business School, Texas A&M University has received the 2012 Vijay

Mahajan Award for Lifetime Contributions to Marketing Strategy Research. The award has been presented by the Marketing Strategy Special Interest Group of the American Marketing Association at the summer American Marketing Association Marketing Educators' Conference in Chicago in August. Shankar has been an MSI Academic Trustee since 2007. He is the author of *Shopper Marketing* in MSI's Relevant Knowledge Series. Shankar's areas of specialization include marketing strategy, innovation, international marketing, digital business, pricing and retailing. He has corporate experience in marketing and international business development has published in numerous academic journals and business periodicals and he has made more than 150 presentations in numerous countries.

Meena Ganesh : nominee for India Forbes Leadership Awards 2012

Along with leading business ladies like Mallika Srinivasan of TAFE, Roopa Kudva of Crisil, Shobhana Bhartia of HT Media and Swati PIRAMAL of PIRAMAL Enterprises, IIM Calcutta's noted alumnus of 1985-



batch, Meena Ganesh of Pearson Education figures herself as a nominee for the category of Woman Leader for the Year 2012 of India Forbes Leadership Awards 2012. Meena has been nominated for her outstanding contribution and for having the ability to spot trends, and also make bets on them. The nomination for Leadership Award for India Forbes Leadership Awards 2012 includes a person who has led a major business organization with distinction and has developed a track record that has made her a role model for women executives across the

industry. Incidentally, Meena is one of the recipients of IIM Calcutta Distinguished Alumnus Award held in 2011.

Promeet Ghosh joins Temasek India as new MD

Investment banker Promeet Ghosh, known for his headline grabbing marquee cement and industrial sector deals, has joined Singapore government's sovereign fund, Temasek Holdings, as its new managing director in India. He will be the first MD level appointment for the fund in the country, after losing two top level executives in the recent past, which included its flamboyant former country head Manish Kejriwal. Ghosh will be reporting to Singapore-based Rohit Sipahimalani, co-chief investment officer & head, India and co-head, Middle East at Temasek. Two months back, Lee Then Kiat, previously the president and chief executive of ST Telemedia, joined Temasek as president general counsel head, South East Asia and co-head, India.

An IIM-Calcutta alumnus of 1992 PGDM batch with an engineering background, Ghosh has spent 18 years as a core member of Hemendra Kothari's DSP Merrill Lynch before moving to Bank of America and Merrill Lynch (BoAML) in 2009, following their global merger. He was also instrumental in taking Coal India public. In a career spanning close to two decades in investment banking and high stake mergers and acquisitions, Ghosh has been involved in most of the headline transactions and has worked closely with Kumar Mangalam Birla and Aditya Birla Group. From Hindalco's buyout of Indal, to the massive cement restructuring to carve out Grasim from Larsen & Toubro, mergers and acquisitions and restructuring has been Ghosh's speciality. He also helped Holcim to conclude the ACC and Gujarat Ambuja transactions. Last year, Ghosh had left BoAML along with another colleague Raj Kataria to float an entrepreneurial private equity and mergers and acquisitions advisory firm led by Rajeev Gupta, former India head of Carlyle India Advisors Pvt Ltd, who incidentally was also a senior colleague from DSP Merrill Lynch. But many suspect the current slowdown and muted deal making scenario as key triggers for his decision to move on.

What I Learnt At B-School: Prof. Sudas Roy



"At IIMC, I learnt and appreciated the value of 'open discourse' and a spirit of inquiry"

I have been associated with IIM Calcutta for about 32

years. First, as a student of the first batch of PGDM, and later as a faculty member. With the benefit of this long association, I would like to reflect on my experiences as a student here in the "innocent" years of the 60s.

I vividly recall that Monday morning of July 1964, when as a fainthearted 19-year-old, I crossed the precincts of the Emerald Bower campus of IIM Calcutta. I was very excited at the prospect of entering the first postgraduate programme in management offered anywhere in India under the initiative of the Government of India. The icing on the cake was the fact that Sloan School of MIT was the collaborator.

Since that first day, the next two years were a blur of hectic activities: late-night preparations; unending tests and quizzes; classes (no compulsory attendance); weekend partying, among others. Through all these, the sense of wonder and a feeling of being among a "chosen few" never left me. My view of IIMC of my student days is tinged with admiration for faculty, pride for the alma mater and an overall sense of a pioneering adventurer! What I cherish of that period is the institute's culture. As a fledgling institution, its culture was evolving, guided by the founding director and his faculty.

Faculty invariably dealt with the students with utmost courtesy and offered sufficient adult space. This sense of freedom and being treated as an adult were two enduring gifts that IIMC offered me as a student. Thus, my first lesson

in IIMC was to realise that a place of higher learning was first and foremost a place of free-spirited inquiry — a democratic forum for unfettered debates and discussions. I could begin to appreciate the meaning of the term "collegial culture". I started looking at faculty members as mentors with whom I could discuss any issue, academic or otherwise. Through "faculty advisers", the institute fostered a culture of free interactions between students and faculty. It helped immensely in raising one's self-esteem and confidence.

Those days, most paths were uncharted. Faculty was testing certain curricula, pedagogy and teaching material to create an elusive animal called Indian "MBA". In this pioneering journey, we, as students, felt both serendipity and an occasional feeling of being made "guinea pigs". Blending Indian insights and practices with established "Western" approaches was a perpetual challenge both for faculty and students and not often successfully overcome.

An interesting aspect of our course was the amalgam of faculty representing three different strands. We had American professors, MIT-bred or otherwise, rubbing shoulders with non-resident Indian faculty from well-known North American and European universities and some prominent industry professionals. This was an awesome team in terms of scholastic expertise and industry experience. But it also left the students somewhat confused and disoriented. Different styles, accents, pedagogy and world views posed a major intellectual challenge in comprehension and assimilation. In hindsight, we had brilliant minds offering us peeks into a world of ideas that were, in a standalone sense, extremely appealing but did not gel into a comprehensive learning paradigm. The academic freedom made the PGP programme

a disparate set of brilliant inputs without a cohesive overall learning ideology. Paradoxically, this was believed to be IIMC's "strength". It apparently helped "adult" students create their own internal "learning" templates, which were then fleshed out by faculty inputs, selected and sifted by the student learner. Barring an underlying emphasis on use of quantitative tools for managerial decision-making (the hallmark of the "MIT Brand"), we, as students, were mostly left to our own intellectual devices to make sense of the diverse inputs. This approach fitted with the assumed "adulthood" of the student, who would manage her own learning and look upon faculty as a facilitator or mentor.

So, to sum up, I learnt and appreciated the value of "open discourse" and a spirit of inquiry. In addition to taking home a bag of "management tools", I also took away a perspective on how one should look at problems, develop an analytical orientation, take responsibility for one's own learning and believe that good "theory" must drive practice. An excellent academic institution inculcates a lifelong love for "learning" and for this I am indebted to IIM Calcutta.

The author is retired professor of marketing, IIM Calcutta

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What I Learnt At B-School: Ishan Mahajan



"Discussions taught the solution-oriented me that there can be more than one answer"

There are places I remember all my life...." The Beatles' song couldn't have been truer. IIM Calcutta touched my life in more ways than one. It prepared me for the challenges ahead and, in the process, lent me some timeless memories. MBA is a two-year long grind, I was told before I headed to Kolkata. Consequently, I had little hope of relishing the experience, and less so of falling in love with a place the students fondly call 'Joka'.

June 2010. I found myself in the land of mishti doi and Rabindra sangeet. It is hard not to be perturbed when one is greeted by a not-so fancy airport and yellow-coloured cabs winding their way through packed decrepit roads, all in the midst of intolerable heat and humidity. Of course, things look up when one enters the

campus on the periphery of the city. I remember getting accustomed to the weather, suffixing every name with 'dada', and enjoying akta cup cha (cup of tea) in between classes. The class schedules were rigorous, and the content was different from anything most of us had studied before. Add to this, the preparation for the summer placements, and you have a heady cocktail of submissions, cases and presentations, leaving hardly any time to breathe for the first few months. However, this has got to be the most enjoyable of roller-coaster rides. For one, it is a wonderful learning experience to be in the midst of bright minds from diverse backgrounds; each student at different stages of career, and remarkably, each with his own expectations from the MBA programme.

Here is where one really understands how to work in a group. I learnt how to deal with the autocrat, the hard worker, the loud mouth, the silent observer and the usual free rider. The discussions in class were engaging, and taught the solution-oriented engineer in me that there

can be more than one answer, and that people can agree to disagree. But the most spectacular aspect was the culture of helping each other — seniors slogged to guide juniors, batch mates took time out before an examination to coach entire sections, or just be a pillar of support during rough times. All this is part of the Joka DNA.

I always admired how not adhering to a second-year specialization gives one the freedom to explore a breadth of courses. I had the opportunity to whet my appetite for behavioural science, marketing, strategy and finance, and then make a well-informed career choice. Courses on leadership ethos, sports marketing and behavioural finance are ample testimony to the pace at which the curriculum is evolving to stay abreast with the business environment. It was extremely enriching to be taught by an erudite faculty, and be audience to lectures from the likes of Pranab Sen, Shantanu Khosla, Shashi Tharoor, the Dalai Lama, and many more.

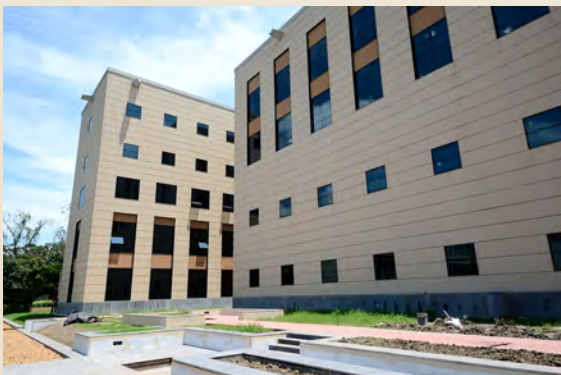
While there is so much to do and learn, it is hard not to stop and admire the scenic environs— seven lakes, a jetty to lounge on, our very own ‘Howrah’ bridges stretching across the lakes. Needless to say, the photography enthusiasts never felt the need to venture out. And then there are the constant members of the campus community — tuck-shop owners who have seen IIMC evolve

through the years, and whose shops present an ideal jaunt akin to the Bengali adda. It is remarkable how the state-of-the-art finance lab and the plush new classrooms sit comfortably ensconced in the proud past of the institute. That brings me to one of the most important takeaways from IIMC — friendships. I remember the ease with which I could gel with people from different backgrounds, some reasonably older than me. It helped that there were many activities — sports, quizzing, dance, music (IIMC has a rolling band of its own), photography, writing, and many more — which made finding like-minded people easy. Even outside campus, connecting with an IIMC alumnus is never difficult. The umbilical cord binds us to the alma mater long after our stay there is over.

IIMC helped me grow as an individual, yet ingrained in me how this individual is meaning less without being one with the social fabric around it. It taught me how important it is to in, and how to do it without stepping on others’ toes. It made me realise the value of the freedom to choose, and to, at times, step off the beaten path even if it means risking everything one has. What pleases me most is that I am just one of the thousands who share this bond with the veritable microcosm that IIMC is.

The author is equity research analyst, Credit Suisse India

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The Entrepreneurial Journey from Joka and beyond...

It is indeed with joy that I set forth to share my piece of 'story' on this medium with my alma mater. A motley combination of circumstances has ensured that I have not been connected to Joka since passing out, way back in 1993. I have only registered onto the Alumni Cell this week. A full 19 years after passing out! Having said that, it is not that one did not have the inclination or desire to connect back, to possibly give back to Joka what Joka has given me.

The years since passing out of Joka have given me the pleasure of working with some top corporations, with friends, making new friends, (making new foes), bitching about the boss, more bitching about more bosses, getting bitched about by juniors, as one trudged the path more or less traveled by every other Joka. Over the last 3-4 years, my entrepreneurial path has been an exciting one. Not entirely rosy. Not all thorny. Successfully venturing out to Venture Funds to raise moneys; getting our business plans validated by them; reworking the Plans to make them more meaningful and realistic; deciding on the business plans; and chalking the lonely paths ahead.

Aaaaah! The joy of having the best of Venture Funds believe fully in one's crystal ball gazing Proposition...is truly exhilarating. The exciting aspect has been that I have had the joy of working with friends on this venture - QwikCilver. As we set out on a path less traveled. Pioneering an Industry that hitherto did not exist in India, this might sound blasphemous indeed. Looking back, it does seem ridiculous indeed to even contemplate doing what we wanted to. We set forth to build the category of Gift Cards in India - with a SaaS backed product that we built.

A Saas based QwikCilver Business solution was practically an entirely new proposition for the Indian market. This required us to be convincing the top brands and corporates to sign up with us rather than consider to build it themselves. Getting the top corporates & retailers of India to deploy our product into their eco-system of outlets, EBOs, corporate

premises and online e-commerce portals. Our success depended on the top brands willing to believe in our story and proposition; and then to sign up with us. The category needed to be seen by the Indian consumer as being offered by the top brands than by the new wannabes.

Over the last 36 months, it does seem incredible that we have succeeded with the top brands of India having signed on with us for the long haul - to launch and manage their Prepaid and Gift Card Programs - with all deployments hosted and managed by QwikCilver. The successful foray and our presence now straddles across 250+ cities and towns of India - in more than 4000+ premium brand outlets. The brands signed up with us are the literal who's who of Indian corporate and retail - Landmark, Titan, Van Heusen, Peter England, Allen Solly, Arrow, Raymond, Louise Philippe, PVR Cinemas, Fastrack, Helios, Ethos, Lee, Satya Paul, Flipkart, Shoppers Stop, Cafe Coffee Day, HUL-Bru Cafe, Puma, Nike, Reliance Brands, Microsoft, Yahoo....Apart from the Technology services provided, we have also scaled up to now become a full service provider and have also now launched our e-commerce portal for Gift Cards and Vouchers - www.giftbig.com.

This only meant we step into the turf of B2C and B2B2C deliveries to consumers across India. GiftBig.com has now become one of the most preferred destinations for gifting with Gift Cards in India. And incredibly like a Ripley's Believe It or Not, QwikCilver got adjudged and awarded as "India's Best Prepaid Service Provider - 2012".

Be that as it may, it does feel like only yesterday that one walked boldly into the Joka campus, trudged upto H3-Top to the room; and also managed to crack a few zeroes in the Stats-1 and FinAcc-1 Quizzes that left one almost scarred for life.

Life does change, but something doesn't, shall not.

Que Sera Sera.

Pratap P Thoppil, 28th Batch.

Puneet Bajpai

CPMSD05



I am currently working with NIIT Ltd and responsible for IT Projects Implementation and Service Delivery for business, Information Security and Business Process Enablement - involved in smooth implementation/ transitioning of new/existing projects. I have also been involved in the designing and implementation of new sites and projects.

As I have been mostly involved in technology projects management and implementation, till this time I considered myself as a pure technical person. I was looking for a management program within IT domain that would give me holistic overview of cross-functional management aspects so that I could ably lead the projects involving big teams and clients.

The theoretical background of the technology/ management practices have now become much clearer and therefore today I am able to understand the customer requirements better and able to swiftly transfer these requirements to internal team. In a nutshell I am able to take decisions which are sharper and cost-effective for both, internal organization and clients.

I believe that Executive programs of these kinds are more convenient to the working professional like me. As far as discipline and rigor is concerned, I find executive programs at par with regular programs. I personally believe that the outcome of both, are the same.

I am happy to share that my experience with IIMC and NIIT Imperia has been wonderful to say the least. Professors teach exactly the way they teach in a classroom while NIIT Imperia has been able to replicate the classroom environment over technology platform.

Now I am looking after a wider technology initiative at NIIT and have been assigned wider and bigger projects. All thanks to the faculty members of CPMSD at IIMC.

Surya Jeedigunta

APMP02



I am from Hyderabad. I did my masters in electrical engineering from University of Bridgeport, USA and thereafter worked in various positions in various technology companies for 10 years. Then, I moved to India by the end of 2010 and tried my luck in Business development.

I am interested in marketing and business development. But along with engineering degree I would need a business degree to sharpen my business acumen. So, when I started scouting for various programmes, I found IIMC APMP program is a perfect fit for me. It has comprehensive curriculum covering all aspects of marketing and business development. And also the delivery method suited for working professionals. And to top all the IIMC brand is a great thing to have on your resume.

Since the program is designed with many case studies, it gives you an opportunity to dissect the case under study and apply all the marketing concepts you have picked in the class. After the program, I am able to handle day to day business issues with ease.

This program is unique in the sense it helps you meet various marketing folks in the industry and understand their thought process. It also helps widen your professional network.

It taught me the marketing concepts that I can apply in my daily routines, and the IIM-C brand will help me stand out in the crowd to get me that initial call for an interview.

Thanks to the program which has set the ball rolling for success in my career!!

Nisha Desai

Senior Management Course, Batch 7



I am a Pharmaceutical professional working as Chief Manager - Corporate Regulatory Affairs, offering proven skill-sets in driving drug product registration submissions to various global markets for achieving approvals and expanding exports, thus improving organizational profitability. At Piramal Healthcare Limited, I am working for the Custom Manufacturing Group (CMG) wherein we cater to international clients from all over the world to get their product approved. I am involved in all aspects of drug product registration right from product selection, development, approval to market and post marketing surveillance of the drug (end to end service and lifecycle management).

I got attracted towards senior management program from IIM Calcutta because of two major reasons

1) Over the years my responsibilities changed and my current job profile involved controlling overall technical scope, tracking project costs & timelines, escalating potential challenges like capacity/resource constraints, delays, cost overruns, assessing new investments required with technical/financial analysis and implementation plan, Cost & Operations efficiency improvement. I was expected to identify opportunities for developing new business with existing customers and develop the road map for the same. So I regularly found myself involved in business and strategy sessions with the top management.

2) I did a thorough survey of all available courses at the point of time and zeroed down on this particular course mainly because no other course was offering me a complete package for a senior level role as much as this course. I needed this course to add

management concepts and tools to my knowledge base.

This programme provides a complete package as it not only covers principles of managements but it is designed with real case studies and industry based projects. The course is complete in all aspects. Operations, Supply-chain Management, Statistical Applications, Marketing, M & A's, Leadership and Financial analysis are aptly covered.

Senior Management Programme from IIM Calcutta provided me the boost I was looking for in my future career path, helping me attain my professional goals. I find that decision making has become easier for me as it is completely aligned with my organization goal and business need. I have gained edge in terms of selecting the right strategy for faster approval of products and getting license in time.

My interaction with all the IIM Calcutta professors, at the campus, has been completely enriching and I rate it as one of the most memorable moments of my life.

Anmol Mehta

APSM03



Hi I am Anmol Mehta .Have been working for over 10+ years across various industries and roles in Mobile Gaming, Media and Entertainment, Retail and SMS connectivity, have a fairly good understanding on what works well in a given situation. Have multiple seniors vouching for my performances across companies.

Being a simple commerce graduate, my career path was soon going to come to a standstill. In order to avoid that, thought it would be best if I could enhance my skill set by adding a new feather to my cap.

This program has equipped me with better understanding on the reason why senior

management suggests changes/ reorganization/ restructuring without advance information or hint; the strategic point of view on why sometimes harsh decisions are taken at senior levels and how a company does/does not do well and the reasons for such failures and successes.

Doing a regular Diploma course, does get you a certification on the same lines as an Executive program, however the edge is the depth of knowledge one gains from a programme from IIM-C which has multiple professors as well as participants with amazing amount of knowledge, experiences, examples to give with each issue/strategy can come only thru a programme which is well rehearsed, thought about and created to benefit one and all. The discussions here are deeper, they are too the point, related to the subject matter, several examples are given to further understand well, there is a fair chance given to one and all to ensure participations at all levels and locations. In a classroom, one would also do similar activities but there could be overshadowing the less smart by the smartest. The strategic think the senior management does in order to take decisions at a higher level or which could be understood by employees as harsh decision, is understood well after attending the course. The course has given me a larger perspective of strategy right from inception to implementation.

Mohit Bhagat

PLAM (Batch 5)



I am a PLAM (Batch 5) student at the IIM Calcutta through Hughes Global Education Platform. I had always dreamed of getting my MBA, however family responsibilities grew over the years and receiving a secure salary became more necessary for me.

Many of my friends often talked about the benefits, awards and high positions they obtained after getting their MBA's/Post

Graduation.

Prior to joining IIMC, I was working at ICICI bank as a Chief Manager-Investment Specialist in the Wealth Division. I realized the knowledge that I had was sufficient to get me through my basic job responsibilities, however, I often lacked the skill set required to overcome difficult and diverse challenges related to management and strategy.

This was hindering my ability to climb up the corporate ladder and I knew I needed to pursue further education in order to be more efficient at work and have a better future.

Quite often I sat weighing the costs and benefits of going back to school in my mind and one day I decided I needed to make a decision. Should I continue with my current job, position and salary? Or should I quit my job, get my MBA and then try my chances with a higher job position in my field? Would I be able to live away from my family for prolonged periods in order to obtain quality education from reputed institutes? Would it be worth it? I expressed my doubts.

It was a distant dream and then I came across through my friend about this model of distance education where I could fulfill my dreams by studying from the best institutes from my own city and that also without leaving my job and family.

This is how I came across the Hughes Global Education website, the PLAM course offered by IIM Calcutta and thus, the solution to all of my problems. Although Hughes allows you to choose amongst various courses and institutes, I chose IIM Calcutta over other colleges because of its strong reputation as a management institution.

The PLAM course fits my need perfectly. In the short duration of this course I have attempted to implement many of my learning's directly to work and in turn, have received a lot of positive responses from my colleagues and clients. I believe now I can face any difficult work challenge and keenly await the

opportunity to overcome it.

Thanks to IIM C and Hughes Global Education, I was able to receive a high quality education right from my own home town without even quitting my job! Today, I am working at ICICI bank as a domain expert for Investment and geared up to grow within the Banking/Financial Services industry and also handle strategic roles in the financial sector.

I am sure this model will help India create more leaders and the country will benefit from IIM Calcutta's Executive Education through Hughes Global Education.

Raghavendra Goud Vaggu

EPBM (Batch 16)



I am an EPBM (Batch 16) student at the IIM Calcutta through Hughes Global Education Platform. Prior to joining this course I was a Regional Manager at GE Healthcare Life Sciences.

I have already completed my Masters Degree in Biotechnology and still wanted to pursue further education with an exposure towards

the basics of Management studies as it will help to have "value addition" in two forms, one in knowledge and other in skills. Knowledge of the various areas of management e.g. marketing, finance, systems, HR, Behavioral science etc, while skills of critical analysis, strategic thinking, etc.

EPBM from IIM Calcutta has helped me to have a different perspective altogether and have an advantage at the middle management level in understanding the corporate vision and aligning the resources to achieve the goals.

Hughes has pioneered the art of educating the students through satellite programme and has been very successful in conducting the courses very efficiently and effectively and many students have benefited through this since more than a decade.

Now I am a General Manager -Life Sciences at GE Healthcare Life Sciences and I have achieved what I wanted by joining the course, I am more confident and look forward to these new challenges so that I can grow professionally and personally and make my family proud of my achievements.

Programmes for next few months

Below is a list of programmes for which admissions will open in the period October 2012 to March, 2013. For more details please click the links given below:

- a) <http://programslive.iimcal.ac.in/executiveeducation>, b) <http://www.hugheseducation.com/>
c) <http://www.niitimperia.com/>

Programme Title	Satellite Platform	Duration	Start Date (tentative)
Executive Programme in Global Business Management	Hughes	1 year	Oct, 2012
Senior Management Programme	NIIT Imperia	1 year	Nov, 2012
Executive Programme on Managing Business Decisions	NIIT Imperia	1 year	Nov, 2012
Executive Programme in Applied Finance	NIIT Imperia	1 year	Nov, 2012
Executive Programme in Global Economics for Managers	Hughes	1 year	Dec, 2012
Advanced Programme in Supply Chain Management	NIIT Imperia	1 year	Jan, 2013
Advanced Programme in Strategic Management	NIIT Imperia	6 months	Jan, 2013
Executive Programme in Sales and Marketing	Hughes	1 year	Jan, 2013
Executive Programme in Human Resource Management	Hughes	1 year	Jan, 2013

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 October 2012 – March 2013:

S.N	Name of the Programme	Programme Directors	Duration
1	Managerial Leadership & Team Effectiveness	Prof. Leena Chatterjee & Prof. Rajiv Kumar	October 01-05, 2012
2	Strategic Brand Management	Prof. Ramanuj Majumdar	October 03-06, 2012
3	Managing the Sales-Marketing Interface	Prof. Ramendra Singh & Prof. Suren Sista	Nov 03-04, 2012
4	Marketing Skills for High Performers	Prof. Janakiraman Moorthy & Prof. Krishanu Rakshit	November 19-22, 2012
5	Developing a Leading Edge Operations Strategy	Prof. Partha Priya Dutta	November 19-22, 2012
6	Negotiating Your Way to Success	Prof. B.N.Srivastava	November 19-23, 2012
7	Marketing for Non-Marketing Executives	Prof. Ramendra Singh & Prof. Suren Sista	November 23-24, 2012
8	Leadership Excellence	Prof. C.Panduranga Bhatta	November 26-28, 2012
9	General Management Programme for Senior and Middle-Level Executives	Prof. Subrata Mitra	November 26-30, 2012
10	Improving Communication and Interpersonal Effectiveness	Prof. Leena Chatterjee	December 03-05, 2012
11	Building an Effective Services Marketing Strategy	Prof. Prashant Mishra & Prof. Krishanu Rakshit	December 03-05, 2012
12	Managing Risks in Banks and Financial Institutions	Prof. B.B.Chakrabarti & Prof. Ashok Banerjee	December 06-08, 2012
13	Business Decisions using Analytics and Computational Intelligence	Prof. Saibal Chattopadhyay & Prof. Uttam Kumar Sarkar	December 06-09, 2012
14	Leadership and Team Building	Prof. B.N.Srivastava & Prof. Chetan Joshi	December 10-14, 2012
15	Supply Chain Management	Prof. Balram Avittathur & Prof. Preetam Basu	December 11-14, 2012
16	Art of Leading in a Borderless World: Insights from Indian Ethos	Prof. C.Panduranga Bhatta	December 17-19, 2012
17	Strategic Brand Management	Prof. Ramanuj Majumdar	December 19-22, 2012
18	Leadership Excellence	Prof. C.Panduranga Bhatta	January 07-09, 2013
19	Project Management	Prof. Subrata Mitra	January 07-11, 2013
20	Management of Creativity and Innovation	Prof. Vidyanand Jha	January 14-18, 2013
21	Managerial Leadership & Conflict Resolution	Prof. B.N.Srivastava	January 14-19, 2013
22	Marketing Communications: Maximizing Gains from New Opportunities	Prof. Ramendra Singh & Prof. Suren Sista	January 18-19, 2013
23	Marketing Research and Analytics	Prof. Janakiraman Moorthy & Prof. Suren Sista	January 21-24, 2013
24	Managerial Leadership & Team Effectiveness	Prof. Leena Chatterjee & Prof. Rajiv Kumar	January 21-25, 2013
25	Leadership Excellence in School Education	Prof. C.Panduranga Bhatta	January 28-30, 2013
26	Product Management in India	Prof. Ramanuj Majumdar	January 30-February 02, 2013
27	Organizational Excellence through Leadership	Prof. C.Panduranga Bhatta	February 04-06, 2013
28	Knowledge Management for Competitive Excellence	Prof. Rajiv Kumar & Prof. Vidyanand Jha	February 04-06, 2013
29	Leadership in Multicultural Environment	Prof. Abhishek Goel	February 07-09, 2013
30	Managing Service Operations in the ITeS industry	Prof. Krishanu Rakshit & Prof. Prashant Mishra	February 11-14, 2013
31	Personal Growth and Team Building	Prof. B.N.Srivastava	February 11-15, 2013
32	Advanced Corporate Finance	Prof. B.B.Chakrabarti & Prof. Ashok Banerjee	February 18-23, 2013
33	Art of Leading in a Borderless World: Insights from Indian Ethos	Prof. C.Panduranga Bhatta	March 04-06, 2013
34	Emotional Intelligence	Prof. Vidyanand Jha	March 04-07, 2013
35	Communication and Presentation Skills	Prof. Leena Chatterjee & Prof. Vidyanand Jha	March 11-14, 2013
36	Interpersonal Effectiveness and Leadership Excellence	Prof. Chetan Joshi	March 11-15, 2013
37	Management of Organizational Change	Prof. Vidyanand Jha	March 18-21, 2013

IIM USA's conference IIMpower 2012

IIM USA will be officially inaugurating its Southern California chapter with a professional conference "IIMpower 2012" on Saturday, Oct 13, 2012 at Four Points by Sheraton, Culver City, CA. The theme of this year's conference is "Bigger, Better, Higher". The legendary tennis star, sports commentator and actor, Vijay Amritraj will be the keynote speaker. The other speakers in this event include well known lawyer, Navneet Chugh and multifaceted entrepreneur Rom Holmes. This conference will feature thought provoking speeches, personal growth and development session, interactive panel discussions, powerful networking, and mouth watering cuisine (lunch, happy hour, snacks). The conference will start at 11.30 am and will end at 6 pm.

Mumbai Chapter celebrates IIMC's golden Jubilee

After a pulsating Nostalgia event in early June, the IIMC Mumbai Alumni Association set off to celebrate the Golden Jubilee of IIMC in Mumbai.

The date was July 28th. The venue was the iconic Taj Palace by the Arabian Sea. Preparations started in right earnest from June onwards. Word about the event was spread around across batches through a closed group of 15 volunteers. Effort was specifically made to ensure participation from the earliest set of IIMC pass-outs. The hard work paid off because registrations for the event started pouring in from the beginning of July onwards. And as the date of the event approached, the registrations continued coming in thick and fast. The final count: 330 registrations! What made the event particularly special was the presence of 3 alumni from the very first batch of IIMC.

The event was graced by the presence of the Director – Prof. Shekhar Chaudhuri and Dean (NIER)- Prof. Ashok Banerjee. The Chairman of the Board of Governors – Mr. Ajit Balakrishnan shared an update on campus activities with the audience.

For the benefit of the people who turned up, a travelling museum was put up at the venue with

some amazing photos of campus over the course of last half century. What really took everyone's breath away was a copy of the time-table of the very first batch of students. And the passing out photograph of the very first batch – three of whom were there at the Mumbai event.

All in all great fun. And celebrated with typically IIMCian verve and enthusiasm.

Chennai Chapter organizes the annual B-School Alumni Cricket Festival

The annual B-School Alumni Cricket Festival brings together alumni from IIMA, IIMC, XLRI and the other IIMs. IIMC Alumni Association, Chennai Chapter takes the lead in organizing this event in Chennai every year. This event has been conducted every year starting from 1999.

This year, over 60 alumni from these B-Schools played 3 matches over three weekends in January, February and March, 2012. The Prize Distribution cum Fellowship Dinner was organized in July 2012. The former Indian Test cricketer and commentator L. Sivaramakrishnan was the chief guest. IIMC won the rolling trophy this year.

Kolkata Chapter to celebrate GuruSpeak

The Kolkata chapter of IIM Calcutta Alumni Association will hold its flagship annual event GuruSpeak on February 2, 2013. Prof. N Venkatraman of 1977-79 (14th) batch will conduct day long lecture-cum-workshop sessions in Chennai on 29/1/2013, Mumbai on 31/1/2013 and Calcutta on 2/2/2013 at Taj Bengal. Venkat is currently the Professor in Boston University. He has specialized in IT Strategy. The Executive Committee has decided to invite Mr. Ajit Balakrishnan, an alumnus and Chairman, Board of Governors, IIM Calcutta as "Guest - of - Honour". Efforts are also being made to solicit his guidance, advice and support. Our Director, being the Chief Patron of the Association, would also be invited to be the Chief Guest of the event.



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