

IIM Calcutta Receives AACSB Accreditation

IIM Calcutta has been pursuing Accreditation with Association to Advance Collegiate Schools of Business (AACSB). The Association to Advance Collegiate Schools of Business (AACSB) is a global, nonprofit membership organization of educational institutions, businesses, and other entities devoted to the advancement of management education. Established in 1916, AACSB International provides its members with a variety of products and services to assist them with continuous improvement in their business programs and schools.

We are happy to announce that Indian Institute of Management Calcutta has been awarded accreditation in business programmes by AACSB. It may be noted that IIM Calcutta has already been accredited by Association of MBAs (AMBA) this year. It is also the only member of Community of European Management Schools (CEMS) in India, which is an elite club of 29 premier business schools from across the world. Therefore, IIM Calcutta is the only institute in India to have dual accreditation by AACSB and AMBA and a member of CEMS.

AACSB Accreditation is the hallmark of excellence in business education, and has been earned by less than five percent of the world's business programs. Today, there are 716 business schools in 48 countries and territories that maintain AACSB Accreditation. Similarly, 181 institutions maintain an additional specialized AACSB Accreditation for their accounting programs. IIM Calcutta is the first IIM and third institute in India after ISB and TAPMI to gain AACSB Accreditation. AACSB and AMBA accreditation will further help the institute to get into many more partnerships with other esteemed institutions. Also, it would open up opportunity to collaborate with foreign faculty members on research projects, publications, etc. The institute will have the scope to get more foreign faculty members to teach our students and help them to get acquainted with global practices in business environment.

Overall, AACSB found IIMC to be steadfast in a significant number of areas. The School supports and encourages and environment of consistent advancement. In this



faculty run institute, the faculty members are individually and collectively committed to this environment of consistent advancement and are supportive of any strategic changes that the school has implemented for the betterment of quality. The school showed an overall ability to achieve the desired outcomes across a wide range of activities.

Benefit to the institute

IIM Calcutta is committed to excellence and will remain to do so. This accreditation process helped the institute to take a holistic view of all its activities. The process encompasses various parameters like quality of students, faculty quality and research output, infrastructural facilities and financial stability of the institute. Overall, the institute is guided by its mission and vision. This quality assurance process will continue to help the institute to achieve its mission and vision by providing a quality framework for the institute to strive on.

AACSB Accreditation represents the highest standard of achievement for business schools worldwide. Since less than 5% of the world's business programs have earned AACSB Accreditation it can be deduced that AACSB-accredited schools have the highest quality faculty, relevant and challenging curriculum, and they provide educational and career opportunities that are not found at any other business schools.



Nadkarnis

the First Official IIMC Family



Nadkarnis, the first family of IIM Calcutta have an interesting story to share. The family patriarch, Mr. Shashikant.S. Nadkarni, his son (Shivendu), his daughter (Shivangi) and his daughter-in-law (Bharati) have all been IIMC alumni! The father stayed at Emerald Bower campus while the other three were JOKARS.

Nadkarni family's IIMC saga started with the first batch of PGP-the class of 1966. One of the 38 proud alumni of that batch, was S.S. Nadkarni or "Chahcha" or "uncle", aptly nicknamed by his fellow batch mates to signify his senior most status.

"His liveliness, joviality and composure are still vivid in our minds", says GP Rao, one of his batch mates. Born



in Banda, a small village located on the Goa-Maharashtra border, he was one of the 10 children of his parents. Shashikant's diversified profile comprises of a graduation degree in Nuclear Physics & Applied Mathematics, active participation in NCC and a vast experience in the pharmaceutical sector.

Nadkarni's desire to pursue management studies was fomented by reading a wide array of management books supplied by an ideal mentor who also happened to be his boss! This led him to the portals of IIM Calcutta, where he gained deep insight into theory and practice of management through interactions with the world class faculty from India and abroad, while savoring the mess food supplied by Mocambo! Bhupendra Madhiwalla still remembers his honest comments in the "Advertising" class and commends his long work experience. Sudas Roy recalls his unfailing courtesy and humility.

Post-PGDM, he went to work for the TTK group, a firm in his favorite pharma sector. During a long and distinguished career with the company, he found time to author two books on management. Over the last 25 years, Shashikant Nadkarni has been engaged in a project of classifying and publishing 50,000 Marathi surnames!

The guiding star and inspiration in the life of "Chacha" Nadkarni is his wife Sheela, who is admirably described



by the daughter Shivangi as the “real MBA for holding the reigns of the IIMC first family so well.’ Sheela is a graduate in Economics and after a career in LIC, has recently started her own small venture in making instant Indian food under the brand name of “X Press Pait Pooja”! “She is the real rockstar!” Shivangi says.

The next generation torch bearers, Shivangi and Shivendu continued with the family love affair with IIMC and passed out from the Joka campus in the 30th and 31st batch respectively. Shivendu met his life partner, Bharati, from the junior batch and both went on to join P&G in Marketing and IT roles. While Bharati continues to be a



part of P&G, Shivendu has taken over as M.D. (Asia) for Kellogg Snacks and called the “Pringles King” of the family. His sister, Shivangi chose a different path though, by choosing a startup job in Sify over her campus placement. She saw the company grow from a “4 tables-and-plastic chairs’ organization to getting listed on the



NASDAQ and going on to become the first ISP in the country. Later on, she moved to Wipro for global plans. She co-founded Arrka Consulting a couple of years ago - a venture that offers Consulting & Advisory services in the Information Risk Management domain across India and the Middle East.

The next gen Kid of the family-Naomika, who is the daughter of Shivendu and Bharati aspires to become an actress and tread on a different path altogether. The diversity, vibrancy and the very enthusiasm of JOKA tribe shows up with the spirits of the first official IIM C family.

Let us sign off by wishing Mr. Shashikant/Uncle/Chacha Nadkarni, the “elder statesman” of the IIMC family on his impending 80th birthday, due in November, 2014, by quoting from Mirza Ghalib: “May you live for a thousand years and may each year have thousand days!”



▶ Redefining Food Ordering Services in India

Rohit Chadda is the Co-founder & Managing Director of Foodpanda. He manages overall country operations, defining growth roadmaps, blueprinting business plans and strategizing business plans while establishing productive policies and processes. He also examines and evaluates partnership opportunities; diversifying the business to capture new growth areas and conducts idea generation, gap identification, feature prioritization, and feature definition for the product for all Asian countries while following the overall strategic roadmap to build innovative solutions and support business objectives. He has been honoured with Professional Entrepreneur of the Year 2014, Best Quick Service Food Delivery eRetailer

of the Year 2014, Aditya Birla Award for Business Leadership 2008-09 and Aditya Birla Award for Business Leadership 2007-08. He is a 44th batch PGP alumnus of IIM Calcutta. In an interview with **Aloke Guin**, he shares his thoughts on his association with foodpanda.in and its future plan.

What is your feeling in knowing that IIM Calcutta is the only IIM having AACSB, AMBA as well as CEMS accreditation?

Rohit Chadda:

It is an honour to be an alumnus of such a prestigious institution like IIM Calcutta. The accreditations are a testament to the quality education being imparted at the oldest IIM in the country.

foodpanda.in is the Indian franchisee of foodpanda.com, how do they operate?

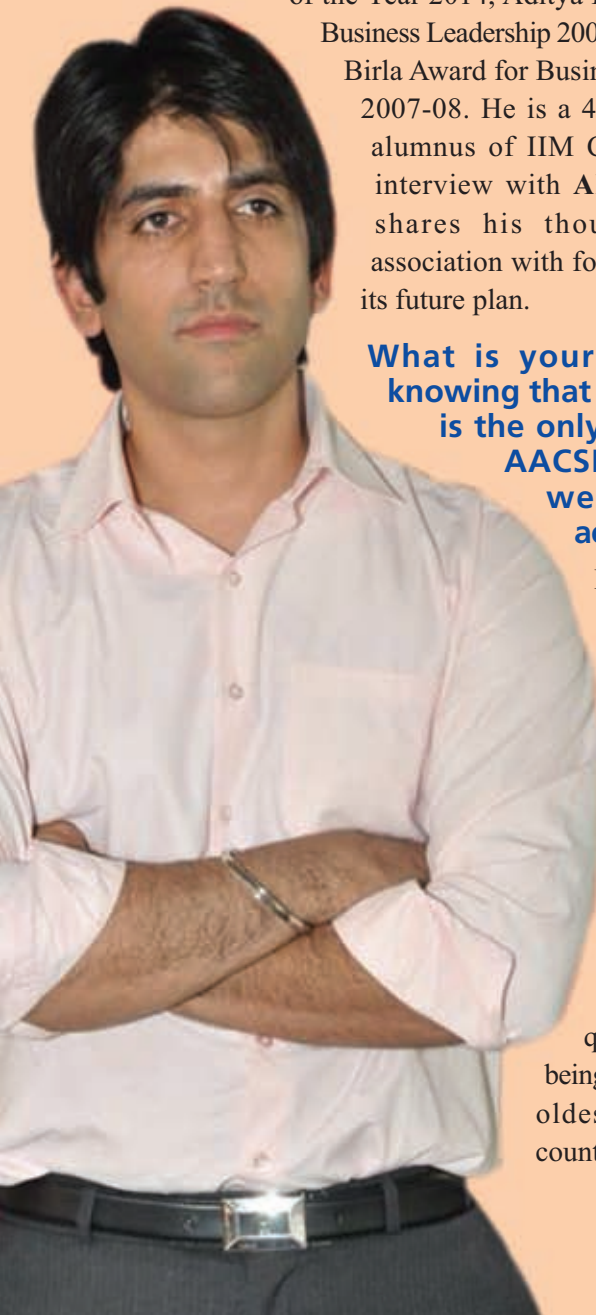
RC: Currently foodpanda is present in 45 countries with 30000+ restaurant partners. In India, we're currently in 35 cities with more than 4000 restaurants listed on the website. The process of food ordering is quite simple & convenient. The customer simply places the order online via foodpanda App or web & the order is received at our backend. We use our proprietary software & hardware to automatically communicate the orders to the POS systems of the restaurants. As soon as the restaurants confirms the order, a confirmation SMS & e-mail is immediately dispatched to the customer. To ensure quality service, our customer support team continuously follows up with the restaurants make sure they honour their delivery time commitments.

How does the concept come up?

RC: We're trying to bring an order to food ordering. Indian food industry right now is highly fragmented. There was a need (opportunity) to bring all major players as well as small players on one platform. To achieve this, it was important to create a product that is user-friendly, easy & convenient for the customer. The objective was to give an excellent overall experience to the customer as well as provide restaurants with a new revenue channel. Our product not only helps the customers to order food from a variety of restaurants but also helps the restaurants in tapping new online customers.

What is the percentage of consumers currently availing this offer in India?

RC: The online food ordering industry is still very small in India where phone ordering is still the default choice for ordering food. We are trying to change that consumer behaviour and have been successful in doing so to quite an extent but the phone ordering market is still very large.



Where does India stand on this account globally?

RC: When we started, India was a nascent market for online food delivery. Apart from Domino's, no other brand focused on food delivery via web or mobile. With the introduction of foodpanda in the market, the google trends for search volume around online food ordering suddenly changed in May 2012. The increase in internet penetration means the market for web services and e-commerce on the whole is growing very rapidly, especially in the metros. Add to that the fact that the Food Services Market is expected to increase from 48 bn \$ to 80 bn \$ in the next 5 years and you have a perfect recipe for a revolution in the online food ordering industry.

What is your expectation about its penetration in India?

RC: We're growing at 100% QoQ as consumers are slowly but steadily adapting to the idea of online food ordering. With more than 240 million internet users, online food delivery business has a tremendous potential. Currently, our strategy is to tap the existing online consumers, especially in the metros, then move to converting offline phone-ordering users to online customers.

How do you manage spam orders? Did you come across any hackers or unscrupulous people trying to jeopardise your operation? How did you manage so?

RC: Yes, we have had certain issues where people try to create fake accounts to avail the certain offers multiple times. To prevent fake customers, we've a SMS & e-mail verification process during the sign up wherein one user can only register with a unique mobile number & e-mail id.

What is your feeling in offering food for various culture and taste under single roof?

RC: Food is something we all love. It's an amazing experience to build on a brand that revolves around something that invokes extreme emotions among people - food. We just don't stick to plain functional online food ordering service, we try to incorporate genuine food recommendations from our partner restaurants, we do a lot of food festivals like Pizza festivals, Kebab festivals, Biryani festivals, etc. in different cities which help

customers discover various cuisines and introduce new and upcoming brands to them. We aim to celebrate food more than anything. foodpanda is all about the love for food.

How do you manage the regional disparity with customers?

RC: There is no disparity when we talk food. It has no race, follows no religion & speaks no language. And it's all good. We were really surprised that in a lot of places more people tend to experiment different cuisines rather than sticking to local regional cuisines. As for customers, we've a customer support team from different regions across the country who can speak different languages ensuring customer's comfort zone.

Did you come across any incidence of unhappiness from the customers?

RC: Being a marketplace, we've restaurants from all around the country. When a customer places an order, we ensure that the order is communicated to the restaurant within minutes. A lot of times, especially with small vendors, orders tends to get delayed due to certain reasons leading to unhappiness from the customers. We take customer feedback very seriously and make sure a continuously non-performing restaurant is de-listed without any delay. In fact, we've removed over 1000 restaurants from our platform till date due to non-performance issues. For customers, we try to be transparent & strongly recommend them to leave and use ratings while making a choice on where to order from.

How would you like to give back to your alma mater?

RC: Food Vouchers (only for new customers) haha - just kidding! Well, I've learnt a lot from the institute, the professors and my fellow colleagues and I don't think I'll ever be able to give back in its entirety what I have got from the institution. However, I shall be the flag-bearer for IIM Calcutta and shall always be willing to do what I can to ensure the institution is held in the highest of regards by anyone and everyone.

Do you plan to recruit IIMC students in future?

RC: Absolutely, we are planning to be a part of the final placement process in 2015.

Any message for the readers of Connexion?

RC: Order food online - there is an app for that;)

Interview with Jagdish Acharya

You have been with Asian Paints since 1979 since your graduation, which is not a common trend these days. What kept you running in the organization for so long? What advice would you give to current graduates who tend to shift companies frequently?

Value creation only happens when you stay long enough in a company to see your ideas and plans come to fruition. I thought about leaving only once when things in one instance did not go well. I came back to India, about 5 years ago, after a 25 years international stint with Asian Paints, to the position of a CEO of a JV of Asian Paints with PPG, the world's largest coatings company. I wanted to give my best to this company and transform it. My goals were very well aligned with the company's needs at the time.

Working with Asian Paints had given me a lot of opportunities. Through my extensive traveling experiences and dealing with people from various nationalities, I had learnt how to deal with international customers and understood various cultural nuances. At the same time, I continued to remain updated about the latest technology and corporate initiatives. Moreover, in my international stint I had the unique opportunity of buying and selling companies. Amidst all these, thoughts of leaving hardly ever arose.

When I joined Asian Paints it was the largest paint company in India. There were 5 other IIM Calcutta batch-mates who joined with me. Three of us have now stayed the full length of our careers with the Company. My decision to stay depended on 3 factors - circumstances, attitude and aspirations. Early on in my career, I was asked to set up a new plant in Vanuatu, a beautiful South Pacific Island nation where general awareness of manufacturing industry was very low. This assignment was difficult but an interesting challenge. Thereafter, I moved on to Australia where we set up a new plant. I stayed there for 8 years and those years weren't easy professionally but thanks to the wonderful education system and other facilities there, my children had a good upbringing. From Australia, I was then sent to China where the main task was to acquire a company even while I was handling the regional responsibility. Leaving my family behind in Australia was the hard part as I could not take my children to China because I did not want to disrupt their education. My



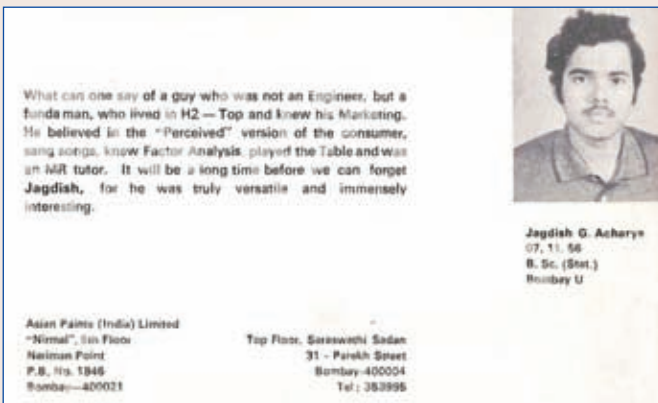
children are now settled in Australia and successful in their own right. Yes, I was offered various roles by some competitors and have seen my friends join them but I am fortunate that my personal goals aligned with those of this organization and it has served me beautifully and I am sure vice versa is also true.

Institute of Economic Studies has recently awarded you with Udhog Rattan for outstanding contribution in the industrial development of the country. So what do you think India is standing vis-à-vis other countries in terms of industrial development and how can we foster the industrial growth? Moreover, what are the future prospects of the paints industry?

I am delighted and feel humbled to have received this award. I think India is on the verge of being an economic power to reckon with by 2020 and we see a lot of opportunities today which were not available earlier. We are geared for great years ahead, demography wise too. The Indian middle class is growing, so is their disposable income and so are the large aspirational groups in smaller towns. It's going to be reflected in increased consumption and expenditure. There exists a huge opportunity as the average per capita consumption is very low now. For instance, in terms of automobiles we have a long way to go in terms of penetration and the number of cars owned. New infrastructural projects coming in favor the paint industry (in terms of paint usage).

India is going to grow at a significant scale- though what we now see is a small blip. As for advice to future CEOs, there exists no





substitute for hard work and perseverance. Things do not come on a platter. One has to earn what one eventually gets. What we should strive is to understand and deliver expectations in the most efficient and effective manner. To be a CEO, one needs to have a holistic approach to business and customers and an understanding of various other perspectives while keeping the helicopter view in mind.

Many of us who join IIMC aspire to become CEO of such a reputed global company like yours. What advice would you give to those students? What does it really take to become a CEO, in your opinion?

As I said earlier, there is no substitute to hard work. One must listen, absorb and learn from one's seniors and other experienced professionals because they have points of views which serve as valuable reservoir of experiences and guiding principles which help us in avoiding mistakes. One must stay objective about things and look at issues rather than dynamics of personal interactions. Moreover, it's important to understand the inter-departmental needs and how the various operations are connected to one another. One must have a practical and holistic view of things while being in touch with ground realities and business dynamics. Academic concepts are great anchors but one must be able to present them in a practically applicable manner. One must raise questions and doubts whenever it arises and not wait citing a lack of understanding about the politics of the institution. When one comes across as a transparent, responsible, trust worthy and intellectually honest person who believes in continuous improvement and bears an entrepreneurial spirit, he or she can aspire to become a CEO.

How do you feel to be back? Can you please share some of the fond memories of the activities you were involved in? What are your views regarding the student led activities at Joka now and then? Could you tell us how you were as a fellow joker way back then?

I feel nostalgic and happy to be back in campus as it

brings back a lot of fond memories. I used to play tabla in those days and I remember to have won quite a few laurels at the IIMC-XL, Madi-Gras meet and various other cultural meets that took place.

Though, I must say, my friends enjoyed a whole lot more than I ever did. I was quite serious in my demeanor and about academics in general. I can fondly recall, boating being allowed on the lakes then and on one occasion when there was a severe downpour, we rowed to reach our classes! Around 60 of us from the 14th batch are still in regular touch even now and 20-30 of us meet every year for a trip. We just returned from a Europe trip sometime back. I think our batch probably is one of the best batches of IIM Calcutta; quite a few have made to the position of CEO and MD of big corporates.

I also have fond memories of conversing with Debuda. I made some great Bengali friends who opened for me a whole new perspective about Bengali culture and has some joyous company when I stayed back at the campus during the institute holidays. Academically, I was quite diligent and worked quite hard. I was the library rep and also taught as tutor to my junior batch. I was awarded the Glaxo gold medal and took part in most of the extra-curricular activities.

Can you share some of your major takeaways or learnings from your experience at IIM C and in your corporate life?

The most important thing is to understand how each course relates to one another and in essence, their synthesis. There is a need for people, nowadays, who can present a holistic solution keeping in mind the HR, financial and other related aspects. So, rather than being compartmentalized, one should be aware and know as to how the various courses, divisions or departments are interlinked with one another.

Additionally, learning new languages have proved quite beneficial to me and in knowing how each culture works. I also believe working in a global and diverse environment is essential to be a good leader and build leadership capability.



An International Conference

held in honour of former Director, Professor Amitava Bose



On 29 and 30 August the Economics Group held an international conference to honour Professor Amitava Bose, who retired last year. He joined the Institute in 1974 and has served it continuously since then including a five-year tenure as Director during 1997-2002. He continues to participate in teaching as a Guest Faculty. To honour him, a number of renowned economists from India and abroad assembled in the Institute to present

papers and participate in a panel discussion. They included his teachers (like Professors Mihir Rakshit or Amiya Bagchi), his peers (like Dipankar Dasgupta, Anjan Mukherji, or Swpan Dasgupta) and his students (like Sudipta Dasgupta or Manash Ranjan Gupta). A wide range of papers were presented – from current stagnation of the Indian economy to the trend in global inequality – to name a few topics.



Nostalgia 2014

Nostalgia, one of the most awaited events of the year, was conducted in 12 cities across the world. This is one of those events where students get a chance to not only meet their seniors but also to interact with sector experts, entrepreneurs and academic professionals. Keeping up with its international fame, the event was conducted at 5 international locations – London, Singapore, Atlanta, Dubai and Kuwait. In India, this event was conducted at 7 locations – Delhi, Mumbai, Chennai, Kolkata, Bangalore, Hyderabad and Pune.

Nostalgia gives the alumni a chance to reminisce their campus days by interacting with the students. These are the same set of people who hold senior management positions in McKinsey and Company, Boston Consulting Group, KPMG, Citi, Royal Bank of Scotland, Unilever, Procter & Gamble, ITC, Alshaya etc. It is not just a get together for the alumni, but also a learning platform for the students. The Alumni shared their experiences on the campus with the current batch of students and shared their thoughts on how choosing IIM Calcutta was one of the best decisions they have ever taken and how the word “dada” has become an integral part of their life.

The event mostly begins with the alumni cell team presentation of the latest developments on campus, the winners of World War and the new record of 1 hour 20 minutes, followed by dinner and specific city-wise activities. Nostalgia at Kolkata was held in the coveted hall of Bengal Club which is still rooted in the Victorian-era. The evening witnessed the felicitation of Nishi Vasudeva, Chairperson and MD, HPCL by Asok Banerjee, Chairman, Calcutta chapter of IIMCAA. Nostalgia at Singapore was organized this year on 17th May at P&C pub in the center of city attended by more than 30 alumni. Delhi and Bangalore events were organized in Hotel Lime Tree, which encompassed a huge participation. Bangalore had a Karaoke Night with the alumni singing the tunes of “June mein hum Jokaaaye” in a closing tone.

The key highlight of this event was the huge increase in the number of alumni attending the event on the international level. In Kuwait, we witnessed an increase of 100%, while in Singapore the number increased by 80%. The key takeaway for the current batch of students was to get a work-life balance, irrespective of the workload and to love every bit of it.

CDEP's session on a Resource Book

A mini exposition for the launch of the Resource Book for Livelihood Promotion was held on Friday, 22nd August at IIM Calcutta in presence of IIM Calcutta Director, Professor Saibal Chattopadhyay and the Coordinator of CDEP, Professor Anup K Sinha. The event was well attended by representatives of various Government and non Government development agencies in the city and the professors and students of IIM Calcutta.

This Resource Book describes both theoretical as well as practical approaches of livelihood promotion and provides an enhanced understanding of livelihoods under various lenses of social, economic, cultural and political analysis. It includes cases along with a comprehensive collection of new tools, which will help and support the approaches described in it for practical use by the livelihood promoting organizations. It is a book that is useful for Students,



Academics, Researchers and Practitioners in the development domain. One of the authors of the book, Dr. Rama Kandarpa who was present gave a brief overview of the Resource Book and Dr Runa Sarkar provided her critical review of the same. In the interactive session that followed, the participants also raised pertinent questions.

Alumni Cell launches ENGAGE



Gone are the days when you have to make a physical appearance to address an audience. With platforms like social media and technology entering every sphere of life, it is now easier for people to interact and share their ideas. This is exactly what has inspired Prof. Ashok Banerjee, Dean (NIER) to employ the State-of-the-art technology in their latest initiative - 'ENGAGE', the Alumni Talk Series.

The idea behind Engage Series is to have academics oriented Video Conferencing sessions by noted alumni on different faculties of management. The program also looks at inclusion and relevance of the existing courses with the Engage sessions. The first edition of the session was kick-started by Mr. Somesh Bhagat, batch of 1985 and the Marketing Head of Oracle India who gave an enticing session on 'Numbers Driven Marketing – A B2B

Perspective'. The talk was based on a practitioner's perspective, on how business analytics have affected marketing and its suggested ways to use marketing to enhance sales. It also covered the use of CRM tools to achieve objectives and evolution of modern marketing practices.

The Alumni cell came up with yet another engaging and erudite session with Mr. Ringo Rajagopal of the 98th batch. The presentation was titled 'How to drive changes in an organisation' and Mr. Rajagopal brought a lot of colour to the event through his insights and experience in the corporate world. He highlighted the internal and external dynamics of an organization by using case studies based on his experience in various organisations. The presentation was an eclectic mix of management fundas and the students loved it to the core. The session covered an entire gamut of organisational issues ranging from strategy versus tactics to cultural differences within an organization and each issue was explained through personal anecdotes which made sure that the session never lost its edge right till the very end.

With the adoption of the latest technology, one can expect many lectures and talks such as these. The sessions ended on a cheerful note as the alumni shared stories about their campus life at IIMC. While every event at the institute finally boils down to how useful it is to the student community, Alumni Cell succeeds in achieving this.

TED x IIMC on Entrepreneurial Innovations

Informative, thought provoking and sublime - these are the precise words that summarize the experience at TEDxIIMC held on 23rd August 2014. The event organized by TED and System Consulting Club of IIM Calcutta was held in the IIMC Audi which was full to its capacity with outstation attendance exceeding 150 students. The event was a conglomeration of talks and videos from some distinguished personalities from various walks of life. The theme for this year was Entrepreneurial

Innovations, justified its theme and it started with a talk by Faheem Vora, the co-founder of 'Be the Local Tours'. Faheem had co-founded the company with Tausif with the aim to show Dharavi in a different light. They changed the way people look at Dharavi, from a dirty slum to a locality with thriving businesses. Their underlying philosophy was to imply that Dharavi is their home, and there is nobody better than them who can showcase their home to the world. They employ local

college-going boys as tour guides, thus helping them fund their own education.

The next in the series was a talk by Krutika Katrat who is a Biotech graduate from D.Y Patil College. Inspired by her own personal experiences, she founded O Womaniya, a health and wellness network for women. It helps umpteen number of women to freely discuss the issues they are facing and seek expert guidance for the same. This was followed by a talk delivered by Sumit Gandhi, founder of Sound of Silence, the first technological NGO of India. Sound of Silence is an initiative that empowers hearing impaired people with mobile technology, so that they can connect to the outer world. He is an alumnus of SP Jain Institute of Management and Harvard Business School. His mission is to empower hearing impaired people and upscale their living standards by generating skills which would get them a decent job for their living.

The last TED talk was by Pratik Poddar, Co-founder and CTO of Spiral Media LLP. He is a technological entrepreneur and has worked on 4 startups. Mr. Poddar shared his startup experience and learning by stating four simple points: Don't be part of a rat race rather create, our own path; Quit Early if you are not on the right path, Treat the Customer as the king and Stay Happy. The videos played during the event were of Arvind Gupta of INK Talks, Sarah Mayers, Pamela Meyer and Apollo Robbins. While Arvind discussed his journey as an owner of biodegradable toys, Pamela and Sarah's video described ways to detect deceit deception and lies while communicating with people in daily lives. Apollo's video showcased the art of misdirection. With volunteer demonstrations, the video described how losing on focus or concentration leads to missing out various details in our lives.



Workshop on "Health Management in Humanitarian Emergencies"

Doctors for You (DFY), award-winning medical humanitarian organization incubated in IIM Calcutta and Social Informatics Research Group of IIM Calcutta in association with Humanitarian Conflict Response Institute (HCRI, University of Manchester, UK) and UK-med are organising a three day International Training Workshop Programme for Disaster Response Team on "Health in Humanitarian Emergencies" at IIM Calcutta (TATA Hall) from 7th to 9th of September 2014.

Financial Research Workshop

Financial Research and Trading Laboratory of IIM Calcutta will conduct a 2 day Financial Research Workshop during November 7-8, 2014. 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. The same event took place during 16-17 November, 2012. The workshop will see the presence of editors/associate editors of reputed journals in finance, academics including faculty, research scholars and doctoral students.

IVEY-IIMC Case Method Workshop

IIM Calcutta Case Research Centre is organizing a workshop in collaboration with Ivey Business School on the Case Method during 25-28 Nov 2014 at IIMC campus. Prof. David J. Sharp, Associate Professor of Managerial Accounting and Control at Ivey Business School would lead this workshop and deliver sessions on case selection, preparation, teaching notes, delivery, and evaluation as they apply are applied to the case in the Classroom. The workshop will help you to develop how to write and teach cases efficiently and effectively in academic and corporate

settings; share your ideas about a case with the faculty expert and provide you an opportunity to network with speakers associated with leading case repositories in the world. Please find details at <https://www.iimcal.ac.in/ivey-iimc-case-method-workshop>. IIMCCRC has a repository of teaching cases that can be used by faculty of business schools in India and abroad. The Ivey Business School at Western University is a well reputed Canada's leading provider of relevant, innovative and comprehensive business education. The two world renowned institutes have joined hands to deliver the best of case writing and teaching practices and share business experiences. This workshop will cover various elements of case selection, preparation and evaluation. This promises to be an exciting event with lots to learn in case writing, teaching, and research.

India Finance Conference 2014

The 4th India Finance Conference 2014 (IFC 2014), jointly organized by Indian Institute of Management Ahmedabad, Indian Institute of Management Bangalore and Indian Institute of Management Calcutta will be hosted by IIM Bangalore during December 17-19, 2014. The conference is likely to focus on the topics such as Asset pricing, Financial Econometrics, Market Volatility Capital Structure and Dividend Policy, Financial Institutions IFRS and Reporting Trends, Financial Innovation Value Creation and Value based Management, Financial Risk Management, Corporate Governance, Operational Risk and Regulations, Financial Crisis, Investment Management, Finance and Economic Development and High Frequency Finance.

MARCON 2014

The International Marketing Conference of IIM Calcutta will be held during December 18-20, 2014 at IIM Calcutta campus. The key note address will be delivered by Prof Russell W. Belk, Schulich School of Business, York University.



Dr. Dipesh Chakrabarty named for the prestigious Toynbee Prize for 2014

The Toynbee Prize Foundation has selected Dipesh Chakrabarty, Lawrence A. Kimpton Distinguished Service Professor at the University of Chicago, as the recipient of the 2014 Toynbee Prize. The Prize, given every other year to a distinguished practitioner of global history, will be formally awarded at a session of the American Historical

Association's Annual Meeting in January 2015, where Chakrabarty will deliver a lecture on global history.

We may recall that the 6th batch PGDM alumnus of IIM Calcutta, Professor Chakrabarty was the recipient of IIM Calcutta's Distinguished Alumnus Award in 2011.

Udyog Rattan Award conferred on Jagdish Acharya



PPG Asian Paints Chief Executive, Mr. Jagdish Acharya, a 14th batch PGDM alumnus of IIM Calcutta has been conferred the UDYOG RATTAN Award. The award was given for outstanding performance in the field of industrial development of the country. The award is given by the Institute of Economic Studies and has an illustrious list of past recipients. The Institute was established in 1980 by a group of Economists, parliamentarians and industrialists who came together to study and discuss problems concerning various aspects of the economy and

economic development of our country and offer their expert advice and services. The Institute recognizes contributions by Companies and CEOs for their contribution to the industrial development of the nation. The award was given away by Mr. B.P. Singh, ex-Governor of Sikkim and former Executive Director of the World Bank, and Mr. Bhisma Narain Singh, ex-Governor of Tamil Nadu, and a well-known Gandhian who served in Mrs. Indira Gandhi's cabinet.



Harish Badami named as new CEO & MD of ACC Ltd

The Board of Directors of ACC Limited appointed Harish Badami as CEO & Managing Director designate. Badami

will assume responsibility as CEO & MD of the company for a period of five years. He is an IIMC alumnus of the 24th batch.

M G Parameswaran Elected President of AAI



Mr. M G Parameswaran (Ambi), an IIMC 14th batch PGP alumnus and a member of IIMC Board of Governors was unanimously elected as the President of AAI. He happens to be the first IIMC alumnus to be the President of AAI.

Incidentally several IIMA alumni have donned this hat in the past including Arun Nanda, Anil Kapoor and Arvind Sharma.



Anand Natraj Vís start-up for Pharmaceutical Industry

The first product that SwaaS developed was called Hi Doctor that helps sales representatives of pharmaceutical companies log in at the end of their day's work and file a report on the doctors and pharmacists they met and products they talked about to the doctor. The representative logs in to the company's website and files his or her report

using the **Hi Doctor** facility. The other product, Wide Angle, through a tablet or a similar device, the representative can detail in colour the various brands of a pharmaceutical company, instead of carrying bulky brochures and displaying them to doctors. Anand is a 3rd PGDCM batch alumnus.

Added Portfolio to Gopal Vittal



India chief executive of Bharti Airtel, Gopal Vittal has been elevated to an additional charge of Sri Lanka and Bangladesh and become designated managing director

and CEO of India and South Asia. Vittal is an IIMC alumnus of 25th batch.



Gopi Koteeswaran takes over as CEO of Latent View

LatentView Analytics, a leading predictive analytics and decision management services firm, today announced that the company's Founder and CEO, Venkat Viswanathan

has hired Gopi Koteeswaran to take over as CEO of the fast-growing organisation. Gopi studied Engineering at IIT, Madras and PGP (30th batch) at IIM Calcutta.

Samsung India mobile Chief Vineet Taneja joins Micromax as CEO



The homegrown firm Micromax has roped in Samsung India's mobile and IT business chief Vineet Taneja as its new Chief Executive Officer. Taneja has over 25 years of experience, having worked with consumer

brands like Hindustan Lever and Nokia, apart from Bharti Airtel and Samsung. He holds a degree in engineering from IIT-Roorkee and is an 23rd batch alumnus of IIM-Calcutta.



Vivek Agarwal developed LIQVID, an integrated eLearning content solution provider

An alumnus of IIM Calcutta, Vivek Agarwal developed LIQVID, an integrated eLearning content solutions company which aims in simplifying the learning experience through innovative technologies in rural as well as urban India. Vivek started his startup Liqid in 2002. He is now the chief executive officer of the company. He has launched EnglishEdge, a software to provide English language learning at an affordable cost. Prior to this venture, he

had co-founded eGurucool which was subsequently sold to NIIT. Liqid's products are available at over 1,000 locations across 300 cities, including schools, premier institutions and corporates, such as the IITs, Cairn Energy and the Essar Group. At present, the company has 120 competent colleagues working hard to leverage new technologies, such as MOOC, video, analytics, cloud and mobility to expand their services to international markets.

Prof. Pranab Bardhan on 13th Institute's Lecture Session

The PGP office organized the 13th Institute's Lecture session on July 21 for the students of PGP, Fellow and PGPEX at the Institute's auditorium. Prof. Pranab Bardhan, Professor Emeritus of Economics at the University of California, Berkeley was the mentor speaker who delivered a detailed lecture on the Land and Labor reforms in India. Prof. Bardhan has done a lot of theoretical and field study research on the rural institutions in poor countries and a fraction of his work pertains to the interdisciplinary area of economics, political sciences and social anthropology.



Rahul Chhabra at Freshers' Welcome programme



Mr. Rahul Chhabra (IFS: 1987 batch), 20th batch alumnus of IIM Calcutta, was the chief guest on the occasion of Freshers' Welcome programme for the 51/21 PGP batch held on June 20, 2014. He delivered an insightful lecture on the dynamics of Indian foreign policy.

A special talk session by Jaideep Sarkar

The Office of PGPEX, in collaboration with Dean_NIER organized a special talk session by Mr. Jaideep Sarkar, Ambassador of India to Israel for the students of PGPEX and PGPEX VLM on June 30. The 22nd PGP batch alumnus of IIM Calcutta, Mr Sarkar delivered a talk on 'The Value of Management Education and the Importance of Entrepreneurship with Values'. The talk reflected on the need for tomorrow's leaders to have not just quantitative and qualitative skills but entrepreneurship abilities understood in the widest sense of the term. The duration of the talk was one hour, which included a Q&A session for 15 minutes. Mr Sarkar was given away a Memento by the Dean of New Initiatives and External Relations, Professor Ashok Banerjee. The session was also attended



by his batch mate Ramalingam and senior alumnus, Shri R Ramaraj.

Amazing Pre-Placement Offers at IIM Calcutta

Fast on the heels of the excellent final placements of the 2014 batch, there has been a record start to the pre-placement offers at IIM Calcutta this year. As of August first week, 78 students on campus have received such offers. The count stands at 78 offers with 58 PPOs (Pre-Placement Offers) and 20 PPIs (Pre-Placement Interviews). The total offers last year was 58 by the corresponding period which means a 34% increase. With 454 students in the batch of 2013-15, the 78 figure by August start is a healthy indication of the excellent skill sets being developed at IIM Calcutta.

The management consulting firms yet again led the way in terms of the total number of offers made to the candidates. The Top 4 consulting firms: McKinsey, BCG, Bain and A T Kearney in total gave 24 offers out of 31 candidates. McKinsey & Co and The Boston Consulting Group gave the maximum number of offers in this domain with 8 and 7 respectively. A.T. Kearney gave PPOs to all the IIM Calcutta students who interned with them, which is quite encouraging. The General Management domain also saw pre-placement offers from highly coveted firms such as Tata Administrative Services (TAS) and the Aditya Birla Group. Philips gave 3 PPOs and 2 PPIs which is the highest across all B-schools. Pepsi gave out 3 offers across

its Sales & Marketing and Finance divisions, which is a 100% conversion rate. Alshaya, a top retail franchise operator in the Middle East gave 8 PPOs. Other companies that made offers include Bosch, Nestle, Shell, Vodafone and iNautix.

The finance campus of India continues to maintain its excellent record with Deutsche Bank being the first bank to roll-out pre-placement offer. More pre-placement offers are expected from investment banks in the following months. On the other hand, pre-placement interview offers came from the likes of Mondelez, KPMG, L'oreal, Medtronics and HCL. "Companies seem to be realising the importance of summer internship program and are hiring more through the PPO route. The current figures show an improvement in the economic situation as well as the profiles of the students at IIM Calcutta", said Prof. Rajiv Kumar, the Placement Chairperson of IIMC. Last year students at IIM Calcutta received 112 PPOs in total by the end of the year and we are expecting an increase in this number. After an exceptional show at the Final placements of the 2012-14 batch, these numbers reinforce the faith the firms across industries have on the students of IIM Calcutta.

Final Placements concluded satisfactorily

A total of 426 students sought for jobs in IIM Calcutta's placement this year. More than 250 firms participated in the process. A total of 465 job offers were made to the 426 students through the placement process. 112 students had already received pre-placement offers (PPOs) based on their performance during their summer internships. 124 offers were made in the lateral placements process and 229 offers in the final placement process.

The 465 offers stands for 112 Pre-placement offers, 124 Lateral placements and 229 Final placements. Offers from finance, consulting and marketing domains accounted for a quarter of the batch getting placed in each of these areas. 11% of the candidates were placed in general management roles and about 4% each in analytics, operations and technology.

PGPEX VLM 7th batch witnesses 100% placement

The recently concluded final placement for the 7th batch (2013-14) of Post Graduate Program for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM) witnessed a number of management consulting and manufacturing companies making a beeline for the graduating students. The management consulting firms led the way in terms of the total number of offers made to the candidates followed by automotive, general management, engineering and heavy engineering, infrastructure, supply chain, and IT—ensuring 100% placement for the batch of 38 students (of which 6 were sponsored) with total 39 offers. Consulting firms like TCS,

CGN Consulting, Valcon Mgmt. Consultants, Accenture, KPMG gave the maximum number of offers. The automotive domain consisted of big names like Daimler, Renault Nissan, TVS, and Wheels India. L&T and CraneFlow were the employers in the engineering and heavy engineering sector. Markets and Markets, Reliance Cement, Dr. Reddy's Lab, and ABB Global Services offered placements in the sectors of general management, infrastructure, supply chain, and IT respectively. Average salary for the batch is Rs.14.75 lakh and the highest is Rs.22.5 lakh per annum. Compared to last year's average salary Rs.13L p.a, there has been a significant increase of 11%.

Zostel Team shares their mantra

Paavan Nanda and Tarun Tiwari of the Zostel team participated and interacted with the PGP 1 students during the Orientation programme for the 51/21 PGP batch held

in June 2014. They shared their entrepreneurial skill and the success story of their venture.

Instagram Photography Contest launched

The Office of Dean_NIER in collaboration with Photography Club and Students' External Cell organized first-ever photographic contest run on Instagram platform of IIM Calcutta's Facebook page. The PGP 1 students

along with PGPEX students were invited to participate. The winning students were Subham Sarvaiya, Prithwish Basu and Shivani Yadav. They were given gift voucher worth Rs 3000/- each.

A dedicated centre coming up for DA students

Indian Institute of Management Calcutta is considering steps to support differently-abled students of its flagship MBA programme. The institute is in talks with Webel to set up a centre for differently-abled students. The centre will aim at providing adequate support to the students, primarily from the perspective of academics. The centre will be jointly managed by IIM Calcutta employees and Webel which has expertise in handling issues related to this section of students. The centre will initially serve visually challenged students and subsequently cover

students facing other challenges, too.

At the moment, the institute provides all differently-abled candidates with accommodation in the hostel that is closest to the academic buildings and provides transportation to them during the prime hours of functioning. Visually challenged students receive scribe support during exams and smart readers and magnifiers for assistance during classes. The institute's library is equipped with software to convert any book/material to audio format, which is convenient for such students.

Visionary Leadership Lecture Series held for the 8th batch

Visionary Leadership Lecture Series is a series of Guest Lecture organized and conducted by the students, alumni and faculty members across three institutes – IIM Calcutta, IIT Kanpur and IIT Madras. Every year visionary leaders from manufacturing and its allied sectors are invited to share their experiences and thoughts. The students closely understand the leaders' style, perception, real world insights and how these visionary leaders faced and solved challenging situations in their careers. These Guest Lectures

serve as a motivation and encourage students to think about big 'M'.

Some of the distinguished speakers who delivered lectures this year include Shri. B.P. Rao, CMD, BHEL, Mr. Maghin Tamilaran, Director, Strategic Business Development, Rolls Royce India, Mr Pawan Garg, Head, Samsung C & T, Shri. Ajay Shankar, Chairman, NMCC, Mr. Suraj Chettri, Director-HR, Airbus India and Mr. Venkatesh Natarajan, CIO, Ashok Leyland.

IIM Calcutta Innovation Park becomes operational

IIM Calcutta Innovation Park (IIP), under the aegis of the Centre for Entrepreneurship and Innovation (CEI) has been incorporated on 22 August 2014 under section 8 of the Companies Act 2013 as a company limited by guarantee. The primary objective of IIP is to incubate and accelerate the growth of start-ups in India. The company will create a comprehensive ecosystem of 'learn, grow and share' to promote and nurture innovative enterprises.

Incidentally, IIP (even before incorporation) has already been recognized as a Technical Business Incubator by the Department of Science and Technology (DST), the Ministry of Science and Technology. DST has approved a funding of Rs 7 crore, to be allocated over the next 5 years, for the capital and operational expenditure of IIP.

Our limited experience with the three start-ups that we are currently incubating shows that these ventures look for seed fund from the incubator before approaching any angel/VC. In order to provide seed funding to the incubatees, it is proposed to create a seed fund of Rs.10-20 crore mainly by way of contribution from alumni. This is in addition to the seed fund available from DST, which will be tapped in due course.

The Park plans to incubate 40 start-ups in the next five years. IIP will look at selecting incubatees from sectors like healthcare, clean energy, analytics, education and lifestyle. Currently the incubation unit has signed on three start-ups- ONergy, Doctors For You and Edwell. Another two companies Bodhi Health Education and Sambad Setu will be joining within the next two months. Incidentally, Bodhi Health Education has recently been ranked first at the CIIE IIM Ahmedabad - Village Capital Last Mile Accelerator Program. The venture receives an equity investment of USD 50,000 as a part of this program. IIP will acquire an equity stake of 2-5% in the incubating companies. The equity will be in the form of an upfront transfer to IIP or liquidation of the stake at the time of exit from the park.

There will be two arms of the Innovation Park - the Incubation Unit and the Innovation Lab. The incubation unit would be for start-ups mentored by IIMC alumni and faculty including funding from VCs and other sources. The Innovation Lab could be availed by established organization for their R&D activities or as a knowledge centre. Some incubatees may migrate to the Innovation Lab after the expiry of their tenure at the Incubation Unit.

Singapore Premier on IIMPACT 2014

The Prime Minister of Singapore, Lee Hsien Loong hopes to work with India in the areas of urban and port development, water and sewage projects, as well as education and training. He was speaking at the gala dinner hosted by the Indian Institutes of Management (IIM) alumni conference, where he spent an hour answering questions from the audience on developments in the region and in Singapore. Over 1,000 alumni from the IIM network of publicly-run, prestigious business schools in India are here as leaders in multinational and major Indian companies.



Magnus - The Achiever's Award Instituted by Calcutta Chapter

IIMCalcutta Alumni Association – Calcutta Chapter

Is pleased to confer
MAGNUS - The Achiever's Award

To
Ms NISHI VASUDEVA

For achieving the pinnacle of success in her career.

Nishi Vasudeva is the Chairman and Managing Director of Hindustan Petroleum Corporation Limited (HPCL), an Indian state-owned Oil and Gas Navratna and India's fourth largest company by revenue. She is the first woman ever to head a Navratna PSU and the first woman to head an oil major worldwide. She is a graduate of the class of 1977 from the Indian Institute of Management Calcutta.

Nishi Vasudeva started her career in the petroleum industry with Engineers India Ltd. Before taking over as the CMD, She served as the Director of Marketing and Executive Director – Marketing Coordination and has more than 36 years experience in the petroleum industry.



Chairman

IIMCalcutta Alumni Association, Calcutta Chapter

Vice Chairman

The Calcutta Chapter of the Alumni Association has instituted “Magnus - The Achiever’s Award” to be given, as the name suggest to an Alumnus who has achieved. The Award was presented to Ms Nishi Vasudeva, an alumnus of the 12th Batch of the PGP who is the first woman to head an Oil Major in the world and an Indian Navratna. She is the Chairman and Managing Director of Hindustan Petroleum Corporation Ltd. A copy of the citation along with photographs is attached.

Nostalgia Organized by Calcutta Chapter

Nostalgia, the annual get-together of the Alumni, Students and Faculty of IIMC was held at the Bengal Club on the 17th May, 2014. It was a well attended gathering.

Professor Gauranga Chattopadhyay, one of the senior most retired professors of IIM Calcutta was present on this occasion.

Success Story

EPBA 4 Participant



I am glad that my career option in doing Executive Programme in Business Analytics (EPBA) offered by IIM Calcutta was the best decision that I have ever made in my life as the composition of classroom, selection process did everything that was needed to

make the 1 year programme a success. The programme is meant for working executives who are drawn from diverse backgrounds in IT, software, Banking, Biotechnology, Stats, Consulting and several niche sectors.

The teaching methodology adopted by the institute was done with a lot of thought process. Working executives like me were slowly dragged to the academic pressure by introduction to the 12th class Mathematics, Statistics and then a deep diving into Time Series Modelling, Spreadsheet Modelling, Data Mining, etc. The spread sheet modelling

helped me immensely as it is easily deployable and I was able to implement this approach to many of the business problems in my organization and everyone started to take notice of it. The Professors ease with which complex topics of machine learning were dealt with examples from day to day life helped me appear for interviews and excel in them as our foundations were very strong.

The Harvard case study approach, simulation exercises and the assignments were thought provoking and drilled the concepts into our brain and thanks to the course that abstract thinking has become a daily routine now.

Thanks to IIMC that has honed up my analytics skills that I had taken up as an opportunity at a leadership role to set up the Analytics Practice in a not-for-profit organization set up by RBI with a vision to set up an umbrella organization for all the Retail Payment Systems in the Country.

Lakshmikanth Darbha
EPBA-4

Success Story

EPMBD 04 Participant



Learning helps my mind stay young and when I look back I am convinced that I took the best decision by enrolling into the Executive Programme on Managing Business Decisions from IIM Calcutta. A well thought

out programme content with loads of case studies providing the right mix of theoretical knowledge and practical application. I must say that the best part of the programme are the campus visits, it can't get better than being taught face to face by the Masters from the field of education. I must thank my professors, Sahadeb Sarkar, Anup Kr Sen and Sumanta Basu who were just brilliant and made the sessions lively with good discussions and examples.

Joining the programme was a well thought out decision for me, and I did massive research before finalizing on

the EPMBD program. With 11 years of experience in the field of Business Intelligence and Analytics and leading a big COE team in IBM India, this was a timely course taken by me, as my team needed to scale up from reporting and descriptive analytics to more advanced analytics streams, such as predictive and stochastic analytics. The program equipped me with the technical knowledge on both statistical modelling as well as on building models using analytical tools. I have got the right push and the books provided are my companions now in my analytics journey.

Finally, kudos to the distance learning platform from NIIT, which helps professionals like me to continue being at work and at the same time take up learning programs necessary for up skilling and maintaining professional edge.

Pinaki Biswas
EPMBD 04

Success Story

SMP08 Participant



I took up the Senior Management Programme at IIMC as part of executive education program sponsored by my company. It has been a great learning and exposure to different subjects, starting from Corporate Finance through Marketing Strategy to Business Forecasting, conflict Resolution

and Team Management. The contents of the programme are carefully crafted to suite to the needs of working senior executives without compromising on the depth and quality of content delivered. This programme has helped me to make business decisions

and develop tactical and strategic solutions in alignment with overall vision and mission of my current organization. It has immensely excelled my perspective and outlook of solving the challenges both at personal and professional levels. It is an eye opener to how different concepts are interconnected from the global economy, finance and business modeling perspective. The campus visits, workshops and interaction with professors are great memories. It reminded me of my college days while focusing on team work and development of entrepreneurial and managerial skills.

Prashanth Nandanuru
SMP08

Forthcoming Long Duration Programmes (LDPs)

Programme Title	Satellite Platform	Duration	*Start Date
Executive Programme in Global Economics	IVORY Education	1 year	Aug, 2014
Executive Programme in Business Management - International	Hughes	1 year	Oct, 2014
Executive Programme on Business Analytics	Hughes	1 year	Oct, 2014
Executive Programme in Global Business Management	Hughes	1 year	Oct, 2014
Senior Management Programme	NIIT Imperia	1 year	Oct, 2014
Executive Programme on Managing Business Decisions	NIIT Imperia	1 year	Nov, 2014
Executive Programme in Applied Finance	NIIT Imperia	1 year	Nov, 2014

* Dates are tentative

Forthcoming Short Management Development Programmes (MDPs)

Name of the Programme	Duration	Programme Directors
Management of Creativity & Innovation	August 04-08, 2014	Prof. Vidyanand Jha
Managerial Leadership and Team Effectiveness	August 11-15, 2014	Prof. Leena Chatterjee & Prof. Rajiv Kumar
Developing Your Team for Superior Performance	August 18-21, 2014	Prof. Vidyanand Jha & Prof. Amit Dhiman
Managerial Leadership and Conflict Resolution	August 18-23, 2014	Prof. B. N. Srivastava
Corporate Social Responsibility for Superior Business and Social Sector Performance	August 22-23, 2014	Prof. Ramendra Singh
Strategic Brand Management	August 25-29, 2014	Prof. Ramanuj Majumdar
C-Level Decision Making Skills	August 25-28, 2014	Prof. Rama Seth
Re-imagining Marketing-Exploring New Markets & Winning New Customers	August 29-31, 2014	Prof. Ramendra Singh
Managing Talent and Enhancing Employee Engagement	September 01-04, 2014	Prof. Amit Dhiman
Becoming an Effective Sales Manager	September 02-05, 2014	Prof. Ramendra Singh & Prof. Prashant Mishra
Negotiating Your Way To Success	September 08-12, 2014	Prof. B. N. Srivastava

Forthcoming Short Management Development Programmes (MDPs) (Contd..)

Name of the Programme	Duration	Programme Directors
The Sharp Edge: Driving Innovations in Marketing	September 12-14, 2014	Prof. Ramendra Singh Dr. Ranjan Banerjee & Prof. Chandradeep Mitra
Finance for Executive Decision Making Skills	September 15-19, 2014	Prof. Purushottam Sen & Prof. Manju Jaiswall
Frameworks for Strategizing Corporate Social Responsibility (CSR) Initiatives	September 22-24, 2014	Prof. Nishigandha Bhuyan & Prof. V. K. Unni
Advanced Management Programme	Sept 15-27, 2014 (M-I) Oct 25-Nov 16, (M-II)	Prof. Ambuj Mahanti & Prof. Krishanu Rakshit
Workshop on Entrepreneurship	September 22-25, 2014	Prof. Ramanuj Majumdar
Management of Organizational Change	October 27-30, 2014	Prof. Vidyanand Jha
Strategic Brand Management	November 10-14, 2014	Prof. Ramanuj Majumdar
Managerial Effectiveness	November 10-14, 2014	Prof. Leena Chatterjee & Prof. Abhishek Goel
Improving Interpersonal Effectiveness	November 17-19, 2014	Prof. Leena Chatterjee & Prof. Abhishek Goel
Emotional Intelligence	November 17-20, 2014	Prof. Vidyanand Jha
Marketing Strategies for Profitable Growth in India	November 21-23, 2014	Prof. Ramendra Singh & Prof. Prashant Mishra
Leadership and Team Building	November 24-28, 2014	Prof. B. N. Srivastava & Prof. Chetan Joshi
General Management Programme for Senior and Middle -Level Executives	November 24-28, 2014	Prof. Subrata Mitra
Corporate Social Responsibility for Superior Business and Social Sector Performance	November 28-29, 2014	Prof. Ramendra Singh
Management of Creativity & Innovation	December 01-05, 2014	Prof. Vidyanand Jha
Supply Chain Management	December 09-12, 2014	Prof. Balram Avitthathur & Prof. Preetam Basu
Team Building and Leadership	December 15-17, 2014	Prof. Rajiv Kumar & Prof. Abhishek Goel
Communications and Presentation Skills	December 15-19, 2014	Prof. Leena Chatterjee & Prof. Vidyanand Jha
Value Creation through Operations Strategy	December 18-21, 2014	Prof. ParthaPriya Datta & Prof. Peeyush Mehta



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Joka, Diamond Harbour Road, Kolkata 700104

Phone: 91-33-2467 8300 | Email: newsletter@iimcal.ac.in

Editorial Team :

Professor Ashok Banerjee, *Dean (New Initiative & External Relations)*

Shri Roddur Sen, *Head - External Relations*

Sujay Deo, *Alumni Secretary*

Aloke Guin, *Public Relations Officer*

Reporting Support from :

Members of Alumni Cell Content Team