



## From the Editor's desk

Dear Alumnus

This is my first communication to you after my recent appointment as Dean (New Initiative and External Relations) at IIM Calcutta and it gives me immense pleasure in presenting the September issue of Connexion.

It is a matter of great pride to see how IIM Calcutta's recent efforts to internationalise its academic programmes and other activities has been vindicated by achieving the Triple Crowned Accreditation that is, accredited by all three of AACSB (Association to Advance Collegiate Schools of Business based in Tampa,

FL, USA), AMBA (Association of MBAs based in London, UK), and EQUIS (European Quality Improvement System based in Brussels, Belgium). The institute is also a proud member of CEMS, alliance of thirty odd elite business schools of the world. Consequently, the IIM Calcutta now draws considerable recognition and respect in the world of management education and now maintains a vibrant student exchange programme with about hundred institutes all over the world.

I am also pleased to inform that your Alma Mater has been acknowledged by Financial Times amongst the top 25 B schools globally and amongst top three in Asia as per the ranking result of the 2018 edition of Financial Times Masters in Management Ranking.

The institute's incubation centre IIM Calcutta Innovation Park (IIMCIP) has also earned laurels from various quarters for successful implementation of Smart Fifty initiative (an international programme aimed identifying 50 innovative ideas for solving challenges facing the country in different domains). IIMCIP is doing commendable work in creating a complete and comprehensive eco-

system to promote and nurture innovative social and business enterprises.

This issue features the visit of Shri Ajay Bisaria, High Commissioner of India to Pakistan and alumnus of the PGP 20th batch, on the occasion of the 24th Institute Lecture Series of the Institute, 53rd Convocation of the institute which was graced by the presence of Prof. Shrikant M. Datar, Arthur Lowes Dickinson Professor and Senior Associate Dean, Harvard Business School, as the Chief Guest. It does contain interviews with Shri Jaideep Sarkar and Shri Ajay Bisaria alongside Nilesh and Pushpdeep, followers of offbeat careers. The campus stayed abuzz with innovative activities like familiarization visit of journalists from ASEAN countries, IIM Calcutta featuring on BARC India Case Study, entrepreneurship and start-up incubation boost up by IIM Calcutta Innovation Park, conferences, and social services.

I hope you will enjoy, as ever, reading this edition of Connexion and figure out how your beloved Alma mater is keeping pace with time!

**Prof. Prashant Mishra**

Dean (New Initiatives & External Relations)

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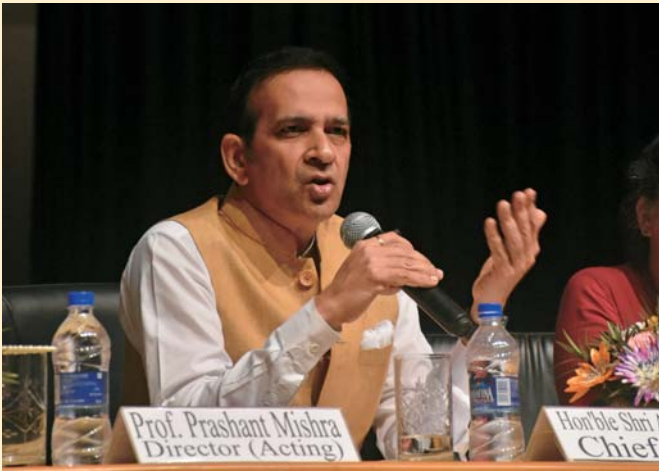
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## Indian High Commissioner to Pakistan & IIMC alumnus, Ajay Bisaria at IIM Calcutta



On September 7, 2018 on the occasion of the 24th Institute Lecture Series, the Institute saw the High Commissioner of India to Pakistan, Mr. Ajay Bisaria address the students. He spoke on, 'Managing tough neighbourhood: India's approach to its region'. He has had an illustrious career, with his journey to foreign policy and the office he currently holds starting right here, at IIM Calcutta. A graduate from St. Stephen's College, Delhi with a Bachelor's Degree in Economics and a Master's Degree graduate in Public Policy from Princeton University, he attributed the discussions on strategy inside and outside the classroom in IIM Calcutta pushing him towards a career in the Foreign Services.

As a Foreign Officer, he served in the Indian Embassy in Moscow, where he was attached to the economic and foreign wings of the embassy and was considered as one of the Soviet Internal Affairs specialist, while the USSR was going through the process of a breakup. He was also the Under Secretary at the Ministry of External Affairs in the East European Desk, helping India build relations with the post-USSR countries. He was appointed as the Private Secretary to the Prime Minister in 1999, and served in this capacity until 2004 as an aide to Prime Minister Vajpayee, focussing on economic, defence and foreign policy issues. He was posted to the World Bank as adviser to the executive director for South Asia (2004-2008), where he worked on development projects and aid issues, post which he was again at the Ministry of External Affairs, as the Joint Secretary Eurasia. He helped articulate an ambitious policy vision for India in Central Asia and coordinated India's approach to six annual Indo-Russian summits. In 2017, he was appointed as India's High Commissioner to Pakistan.

Reminiscing his days on campus, he mentioned how he identified with the students and considered himself to be one of them. He considers IIM Calcutta as a second home, and got nostalgic about his days at the campus, both as a student and his experience from when he returned for his Silver Reunion. He joked about how a formal interaction is better, since the last time he addressed students informally, those who promised him that they would try for the Foreign Services, never really did.

He started off with an overview of India's foreign policy over the last 7 decades, followed by an examination of the dynamics of contemporary geo-politics before coming to the discussion on our neighbourhood and the topic at hand. Mr. Bisaria described how, post-independence, the foreign policy for the first four years was shaped by strategic autonomy. He explained how the policy was not backed by the economic weight that the country carried and was termed non-alignment, as we decided not to do a strategic and an ideological alignment in the Cold War Era. Later, he explained how to address the multi-polarity that emerged, when the policy changed to multi-alignment, with the rise of USA and the collapse of the USSR.

In the current scenario, with rapid and disruptive changes, nimble foreign policy changes are required to meet the ever changing scenario of world politics. He related the same to the business context explaining how technology is disruptive and businesses need to become more alert and adapt to it quickly. Countries need to respond with alacrity to these disruptions which can change the context that one works in in the blink of an eye.

He then went on to explain the various disruptions or inflection points that have happened in the last decade, from 9/11 to the Financial Crisis, climate change and Brexit. Acknowledging that the world has seen a lot of disruptions, he focussed on four that were relevant to the country and the neighbourhood- USA as a power to change, the rise of China, (with the Belt and Road initiative showing its global ambitions), Russia's novel policies in the Middle East, Europe and in our region, and Terrorism, which according to him and our External Affairs Minister, is the most important. He showed how the four disruptions are closely related to the country and the region, and how developing changes in policies



to combat the same have troubled policy makers.

Mr Bisaria explained the manner in which we see the policy and global disruptive forces superimposed on the regional peculiarities, and went on to show that all major powers face issues in the periphery, which is why the neighbourhood is considered tough. The history of conflicts in the region and the epicentre of terrorism in Pakistan, are the two major reasons why this is a tough neighbourhood for us. Quoting Chanakya, he said that there are no permanent friends or enemies in international relations- only permanent interests. He emphasized that any nation aspiring for greatness needs a robust neighbourhood policy. Explaining how the current policy is driven by the internal mandate for development and growth, he said that peace and security in the region is important for prosperity.

India follows a neighbourhood first approach, which is not only important for the economy, but also for peace & prosperity. He explained that the foreign policy has five key pointers. Firstly, management of borders which can lead to peace in the region and avoid conflicts. Strategic patience in dispute resolutions is essential. He contrasted the border issues of India-Pakistan, India-China and India-Bangladesh, highlighting the differences. The second factor according to him is the creation of economic interdependence, which leads to prosperity in both nations. The third factor he listed was involvement of border states in neighbourhood management as they are the key stakeholders in policy design. He explained that when local and national interests converge, policy can be coherent and aligned. The fourth factor is the provision of space for multilateral engagements. This is new to the toolkit and needs countries to leave out bilateral issues, focussing only on regional issues. The final factor is tailoring smart strategies for each neighbour, as a one-shoe-fits-all strategy cannot be followed; being sensitive to the

internal policies of the countries would counter the criticism of poor handling of the neighbourhood.

The neighbourhood first policy is driven by mutual benefit, to address challenges in the neighbourhood, to address economic issues and give ourselves pace. We deal now with the extended neighbourhood of the ASEAN countries for our economic ambitions; the presence of all the ASEAN Leaders at the Republic day parade was an innovative diplomatic action. The engagement with Central Asian and Middle Eastern countries was also highlighted, dealing with their dynamics and animosities within them. He called this an Asian Century, and quoting the Prime Minister, said that destinies of the countries in Asia are now linked, and divisions need to be forgotten. India believes that as the economy grows, global integration and regional cooperation will increase and would want to promote a role-based order with equal rights for all. He stated the vision, "a high level of prosperity", which would be shared by the region and make the waters peaceful.

He concluded by stating that management of a tough neighbourhood requires sensitivity to internal processes of all countries- while creating interdependence, involvement of border states and multilateral engagements. While the current years have not seen a conflict, the policies were dictated by acts of terrorism, which the policy makers were sensitive about. He explained the history of India-Pakistan dialogue from the Kargil Era, showing how acts of terror disrupted talks whenever something productive was in the works. With the election of a new government in Pakistan, he is now filled with "Cautious Hope" for an improvement in relations. The current policy is showing positive results, with regards to the cease fire, the ceasing of harassment of diplomats and relinquishing of prisoners. The country is hopeful that the new government of Pakistan will take this forward, and make a future different from the past, with creative solutions and an alternate reality in South Asia.

He ended with the statement that economic solutions could be better with a dream of an alternate South Asia- free of pain, and with guns silent. He hopes that this will lead us to focus on the real issues of climate change, and poverty rather than the tumultuous past that has plagued us for centuries. Border issue can be resolved by the template followed by India-China, and relationships need to navigate the past, rather than be hung up on it, all the while taking care of global disruptions, reimagining ties and looking at lasting peace in the neighbourhood for the prosperity of the country.

## Alumni Meet in USA

The alumni based out of New York City and Chicago gladly accepted the opportunity to interact with our new Director-in-Charge Prof. B.N. Srivastava and Dean(NIER) Dr. Prashant Mishra during their visit to USA for academic reasons. They apprised them about the recent developments at the institute and also explored

further ways to engage them with their Alma-mater over a networking evening and dinner.

Around 30 alumni were present in the meeting in New York and 10 in Chicago respectively on August 9 and 11, 2018.

## IIM Calcutta ranks 3rd in Asia and 2nd in India in FT MIM 2018

### Improves its rank from 28 last year to 23 this year

IIM Calcutta has featured as the No. 2 B-School in the country and No. 3 in Asia as per the ranking result of the 2018 edition of Financial Times Masters in Management Ranking, the result of which has just been released. Globally, IIM Calcutta is ranked at 23 and improved its rank from 28 last year. A total of 104 B-schools took part globally in this year's edition of the survey, which happens to be the 14th year of this prestigious programme. Incidentally, based on the 2015 graduates' ratings of their own programme, subject-wise, IIM Calcutta has been ranked at No. 1 in Economics and No. 7 in Finance as subjects being taught at the business schools. These are as per the top 10 B-Schools among various subjects that these Bb-schools teach. The rankings are calculated according to information collected through two separate surveys. The first is completed by the business schools and the second by alumni who graduated in 2015.

Keeping internalisation in focus, IIM Calcutta is committed to offer best management education in the country. The academic infrastructure, sports facilities and all other possible areas of resources have grown substantially as per the world standard to attract more and more international students. Our alliance with CEMS and ESCP Europe have paved the way to garner double degree programme a success. Coupled with student exchange programme with globally well-known business schools, currently IIM Calcutta is tied up with over 100 such schools and the exchange programme is gaining momentum every year. In 2017-18, 133 students from IIM Calcutta participated in exchange programme, while 87 students from partner schools spent their term at IIM Calcutta.

The Dean of New Initiatives & External Relations, Dr. Prashant Mishra says, "We are happy that our efforts towards continuous improvement in our overall efforts are being acknowledged by international agencies and is positively reflected in our international standing".

The comparative chart of the ranking with respect to IIM Ahmedabad and IIM Bangalore is furnished below:

Name	Rank in 2018	Rank in 2017	Salary Today (USD)	Weighted Salary (USD)	Salary % Increase	Value	Career progress Rank	Career Service Rank
IIM Calcutta	23	28	111780	111938	42	90	39	9
IIM Ahmedabad	19	21	120054	120636	39	92	36	12
IIM Bangalore	26	26	117949	118915	40	93	62	21

## New MoU with Carleton University, Canada



IIM Calcutta underwent a MOU with Carleton University, Canada on September 12, 2018. The signing was done by Professor B. N. Srivastava, Director - in Charge, IIM Calcutta and Dr. Karen Schwartz, Associate Vice-President, Research and International, Carleton University, Canada. Others present were Dr. Prashant Mishra, Dean (NIER), Professor Runa Sarkar, Dean (Academic), Soma Dasgupta, Manager (STEP) from IIM Calcutta and Harry Sharma, Director, Gagan Agarwal, India Associate, and Arjun Kumar Dutta, Trade

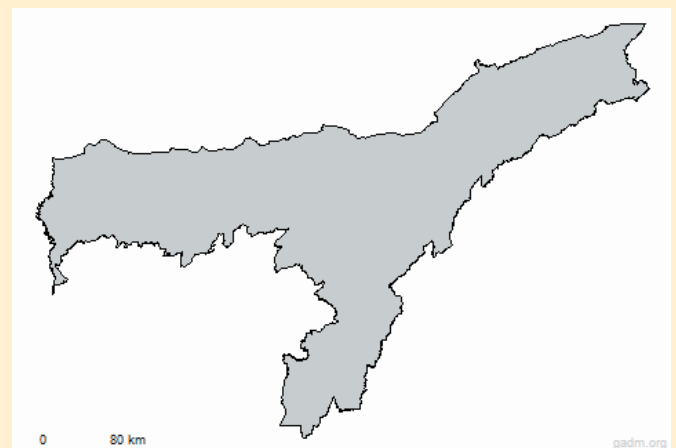
Commissioner of Canada-India Centre for Excellence. The purpose of this MOU is to facilitate and promote co-operation between Carleton University and Indian Institute of Management Calcutta, with a view to supporting research collaboration, capacity building, executive training and other forms of academic partnerships.

Carleton University is a comprehensive university located in the capital of Canada, Ottawa, Ontario. It offers 65 programs of study in areas as diverse as public affairs, journalism, film studies, engineering, high technology and international studies. Carleton University has more than 2,800 professors and staff members and 28,000 students. Carleton's creative, interdisciplinary and international approach to research has led to many significant discoveries and creative works in science and technology, business, governance, public policy and the arts.

## IIM Calcutta to boost start-up environment in Assam



IIM Calcutta has been roped in to boost the start-up environment in Assam where the state government has recently launched a start-up policy. The state industry department signed a MoU with IIM-Calcutta on September 13. A discussion on the start-up policy and the role of educational institutions was held under the aegis of the industries and commerce department, aiming to strengthen the start-up environment in Assam. The department aims to tie-up with educational institutions to form a pool, which will become a reference point for the upcoming start-ups, he said adding the institutions will also scrutinize the proposals as per the parameters laid by Department of Industrial Policy and Promotion (DIPP), and give feedback to it. The government will provide a grant up to Rs 50 lakh per start-up, which will include Rs 5 lakh for idea to proof of concept, and the rest of the grant will be



utilized towards purchase of raw materials, marketing and cost of commercialization of products and services of start-ups. The industries and commerce department will soon launch a 'Start-up Yatra' a campaign in colleges across various districts to create a start-up ecosystem in the state and generate entrepreneurial mindset among the students.

## IIM Calcutta on BARC India Case Study



IIM Calcutta has developed a case study on the TV viewership system in India. The case study traces the history of Television Viewership Measurement, leading up to the setting up of Broadcast Audience Research Council (BARC) India. Professors Prashant Mishra and Chandradeep Mitra jointly developed this case study with an in-depth research including interviews with former BARC India chairman and ZEEL MD & CEO Punit Goenka, BARC India Board Member and GroupM CEO

South Asia CVL Srinivas, Lodestar UM CEO Shashi Sinha, Marico MD & CEO Saugata Gupta, FCB Ulka Advertising Former ED & CEO Ambi Parameswaran, BARC India CEO Partho Dasgupta, and BARC India CBO Romil Ramgarhia, among others. This case study is aimed at helping participants of various IIM Calcutta academic programmes, as well as students of other institutes, to hone their concepts learnt in Marketing, Media, Organizational Strategy & Finance courses based on recent real-life developments in the Indian media industry. BARC India CEO Partho Dasgupta (an IIM Calcutta alumnus), participated in an open house session at the institute to analyse the Case Study in presence of both the professors and the 161 students who have enrolled for the course “Sports, Entertainment & Media Marketing” designed by Prof. Mitra. The case study will delve into the unique structure, financing model, state-of-the-art technologies and the multi-vendor construct of BARC India’s TV viewership measurement system, enabling it to become one of the most sophisticated and reliable TV measurement systems in the world.



## Prof Shrikant M. Datar graced the Convocation 2018 as Chief Guest



by his congratulatory and inspiring convocation address to the future corporate leaders graduating from the premier institute.

Four students in PGDM, 10 in Fellow Programme in Management, 7 in PGPEX, 4 in PGPEX VLM and 3 in PGDBA were declared to be in Director's Merit List. A total of 24 awards/prizes were conferred upon to PGDM students. "Satish K Sehgal Doctoral Student Award for excellence in scholarship and organizational citizenship" was awarded

The 53rd Annual Convocation was held at the campus on April 7, 2018. The landmark ceremony was graced by the presence of Prof Shrikant M. Datar, Arthur Lowes Dickinson Professor and Senior Associate Dean, Harvard Business School, Faculty Chair, Harvard Innovation Labs, Harvard University as the Chief Guest, in the august presence of Shri Shrikrishna Kulkarni, Chairman of IIM Calcutta's Board of Governors and Prof. Saibal Chattopadhyay, Director, IIM Calcutta.

This year Diploma was awarded to 433 students graduating in Post Graduate Diploma in Management (PGDM) followed by 68 students in Post Graduate Programme for Executives (PGPEX) and 50 students in the first batch of Post Graduate Diploma in Business Analytics (PGDBA). The institute also conferred 10 students with the Fellowship Programme diploma. The Chairman of PGPEX VLM announced that all 40 students have been successfully completed all the formalities to grant diploma but they will be convoked at IIT Kanpur later this year.

After the commencement of the convocation with the opening remarks and the lighting of the lamp by the eminent dignitaries, students were felicitated with awards and prizes. For achieving the academic excellence, students were honored with the Gold, Silver and Bronze medals by Prof Shrikant M Datar followed

to Ms. Divya Sharma. The IIM Calcutta Alumni Association Mumbai Chapter Best Publication Award was awarded to Mr. Bikramjit Ray Chaudhuri. Under PGDM programme, Yush Raja was awarded with Dr. B C Roy Gold Medal for 1st Rank holder, Chairman's Prize, John Wynne Prize, Calcutta Management Association Trophy, P C Chandra Silver Medal for 1st Rank holder IIMC Alumni Association, Calcutta Chapter prize. His name will be put on the Institute's Honour Roll. Nagalla Venkata Praveen secured prestigious B.S. Dua Memorial Prize for Organizational Ability, Dr. B. C. Roy Memorial Prize for the most outstanding contribution to campus life in the year 2017, Srinath Damarla Award for Outstanding Leadership Ability and Bharat Chamber of Commerce Medal for the most balanced and progressive outlook in management problems. Incidentally, he also served as Student Council President in 2017. Under PGPEX programme, Akash Basu was awarded with Gold Medal sponsored by the Calcutta Chapter of the IIMC Alumni Association, Institute Book Prize, Book Prize sponsored by Taylor & Francis Group, The Rising Star Award of Academic Merit for PGPEX Students and a cash award of, Rupees one lakh, sponsored by the Shapoorji Pallonji Group He will also find his name etched in the Director's merit list. Under PGPEX VLM programme, Sri NV Prudhvi Teja Puvvada secured ACC Ltd. Gold Medal for First Rank Holder. Under PGDBA, Sri Bodhisattwa Prasad Majumdar has secured the top rank.

## Familiarization visit of journalists from ASEAN countries

A special session was conducted for the journalists from ASEAN countries under Indian-ASEAN Media Exchange programme on July 14, 2018 (Saturday). An interactive session was organized with the senior functionaries of the Institute, members of student council and the Director In-charge. The session was convened by Dean (New Initiatives & External relations), Dr. Prashant Mishra. It was a programme by MoEA, Govt. of India, New Delhi.



## IIM Calcutta welcomes 55th PGP batch



The Fresher's Welcome programme for the induction of 463 promising students to its 55th PGP batch was held on June 15, 2018. The ceremony was graced by the august presence of Shri Jaideep Sarkar, Indian Ambassador to the Kingdom of Bhutan and an IIM Calcutta alumnus. Prof. B.N. Srivastava, Director in-Charge, IIM Calcutta, addressed the welcome note to

add vigor and motivation to the new batch of students so that they cherish and live by his words for the rest of their term in the prestigious institution. Shri Jaideep Sarkar, the Chief Guest for the event and a proud alumnus of the institution engaged in an interactive session with the new students. He reminisced about his time at the institution when he was a student looking towards the future with hope. He boosted the confidence of students and asked them to venture beyond the corporate world. He further went on to say that his career has been largely shaped by management education as he met people from different walks of life and learnt about 'excellence' at IIM Calcutta. The students were fortunate to be a part of an encouraging orientation session as they looked forward to embark on their most significant educational journey. The words instilled in them by the Director of the Institution and the Chief Guest will serve as a catalyst for their academic voyage.

## Two capacity building programmes at Finance Lab

The Finance Lab has conducted two capacity building programmes - the teaching summer school and the research summer school.

## Teaching Summer School 2018

With an objective to expose participants to the art of teaching by using different pedagogy, the first teaching summer school was held on Finance and Accounting during 23-28 April, 2018. The topics were divided in two modules – Accounting (module I) and Finance (module II). The profile of the 24 participants were 2 each from IIMs and PhD students, 11 Assistant Professors, 8

Associate Professors and 3 from other category. Professor Vivek Rajvanshi of the Finance & control group was the principal coordinator of the programme.





## Research Summer School 2018



The 4th Research Summer School in Empirical Finance and Accounting was held during May 2 - 9, 2018. Prof. Ashok Banerjee was the principal coordinator. The pre-summer school segment on Financial Econometrics helped the participants learn important statistical methods and techniques that are commonly used in research in Finance and Accounting. The pre-school sessions were taken by Professor Vivek Rajvanshi with FP students of IIM Calcutta. The profile of the 27 participants were 4 from IITs, 14 Assistant Professors, 6 Associate Professors, 1 Professor, 4 PhD Students and 1 from other category. The primary objective of the summer school was to help improve the quality of research in empirical finance and accounting in India. The topics covered were Investments, Market Microstructure, Behavioral Finance, Earnings Management and Corporate Governance.

The sessions were conducted by faculty from the U.S. (Prof. Siva Nathan, Accounting Professor at Georgia State University, Atlanta), ISB, Hyderabad (Prof. Krishnamurthy Subramanian, Associate professor of finance), IIM Ahmedabad (Prof. Joshy Jacob, Associate Professor of Finance & Accounting group), IIM Bangalore (Prof. Ritwik Banerjee, Assistant Professor in Economics), and IIM Calcutta (Prof. Ashok Banerjee, Professor in Finance and Control group, Prof. Sudhakara Reddy, Assistant Professor in Finance & Control group, Prof. Samit Paul, Assistant Professor in Finance and Control group, Prof. Parthapratim Pal, Professor of Economics).

A total of 10 research proposals were presented and discussed. It was felt that participants could show substantial progress in research proposals in just eight days. The proposal presentations also included results of pilot study.

## Workshop on 'Enterprise Risk Management'

The Centre for Corporate Governance (CCG) of IIM Calcutta in association with National Foundation for Corporate Governance (NFCG) organized a One-day workshop on 'Enterprise Risk Management' on September 1, 2018 at IIM Calcutta campus. The workshop was designed to sensitize participants on the need for adoption of Enterprise Risk Management (ERM). The goal of the workshop was to enable the participants appreciate the benefits of implementing ERM in their organization in light of uncertain external environment and stringent regulatory requirements. This can go a long way in inculcating a healthy and holistic risk culture in organizations. The workshop had four sessions namely, 1) Understanding the ERM Frameworks; 2) ERM: A

Practitioner's Perspective; 3) Financial Reporting, Corporate governance & Risk Management; and 4) Financial Risk Management. The sessions were taken by faculty members of IIM Calcutta and industry experts.



## CEMS Block Seminar 2018



The CEMS Block Seminar was held from 27 August to 1 September, 2018 on the topic, "Entrepreneurship and Innovation in Emerging Economies". The seminar was anchored by Prof. Vipul Mathur. There were 12 participating students including both incoming foreign student from other CEMS schools and IIMC CEMS students. There were sessions from speakers from various sector such as finance, education, IT, consulting,

advertisement, consumer goods, MNCs such as ITC, IBM, Cognizant, and Accenture. Swami Tyaganandarupa spoken about Indian philosophy during the seminar. IIMC Innovation Park incubates spoke about innovation and entrepreneurship in the social sector. Social and cultural events such as heritage walk, networking dinners, river cruise and outdoor sports were also included. Company visit to IBM was conducted.

## CEMS Business Communication Skill Seminar

CEMS Business Communication skill seminar was held during 15 - 16 September, 2018. The seminar was focused on the specific theme, "strategic positioning" for effective communication, which was anchored by Prof. Pragyan Rath. The seminar touched on three domains of, "communication through design thinking", "communication through movie making" and "communication through interviews". There were eminent external speakers and alumni for each module of the communication seminar. The highlight of the seminar was the student's first-hand experience in movie making.



## Activities by IIMCIP

IIM Calcutta Innovation Park had following activities during the last few months:

In association with the Dept. of Micro, Small & Medium Enterprises & Textiles (MSME&T), Govt. of West Bengal organized the first Entrepreneurship Development Centre Network (EDCN) program in West Bengal at the

IIM Calcutta Campus from 5th to 7th July 2018. The program, which was attended by representatives of nearly 20 educational institutes, aimed to ignite the Young Minds by helping them to ideate, have them nurtured and thereby create an Entrepreneurial Ecosystem right at the grass roots. A website for EDCN



has also been created and is now live-  
[edcn.startupbengal.in](http://edcn.startupbengal.in)

In association with Dept. of Science and Technology, Govt. of India, North East Accelerator Program (NEAP) was launched to create a supportive eco-system for the entrepreneurs in North-east with STPI and Ennovent as partners of the initiative. A total of 3 boot camps was organized in Guwahati, Assam. The first one was held from April 3 to 5 at the National Institute of Rural Development while the second was held from June 8 to 9 at the Indian Institute of Entrepreneurship. The third boot camp was held from August 2 to 3 at the National Institute of Rural Development and Panchayati Raj. Start-ups from the following domain were part of NEAP: Food and Agriculture, Logistics, Education, Fashion and Tourism. The program concluded with Demo Day where

NEAP start-ups pitched to investors from banks and FIs, investor organizations, HNIs located at Assam, Kolkata and Bangalore. One of the portfolio companies, Medilane Healthtech and Consultancy Services owned by Mr. Dayanand Meitei received huge appreciation from Government of Manipur for their noble initiative in the healthcare domain as well as financial support of Rs.1 crore from Hon'ble Minister of Works, Government of Manipur.

In association with the Directorate of Micro, Small and Medium Enterprises, Govt. of West Bengal, conducted Shilpa Shibir, a 3-day residential program for the officers of the District Industries Centre and the Directorate of MSME at IIM Calcutta. The training program will be held in 3 batches.

The Tata Group in collaboration with the IIM Calcutta, launched the 7th edition of Tata Social Enterprise Challenge 2018 to find India's most promising early-stage social innovators. Entrepreneurs can submit their business plans online, by logging onto [www.tatasechallenge.org](http://www.tatasechallenge.org). The last day to submit the Impact Proposal (business plan) online is 30th September, 2018.

IIMCIP Incubatees- Nexconnect ventures won under the 'Most Impactful Start-Up' Award and Sanjeevani Goats won the 'Jury's Choice' Award in the Y4BIZ Finale.

## Nostalgia 2018

IIM Calcutta's annual Alumni meet, Nostalgia was held between April 21-29, 2018 across various national and international chapters, including Mumbai, Bangalore, Chennai, Hyderabad, Kolkata, Pune, Kuwait and Dubai.

Nostalgia provides alumni across various batches to have a chance to meet up with their batch-mates, seniors and juniors, share experiences, and have inspiring talks. The current batch (54th batch) also joined in for the opportunity to meet distinguished alums working in a wide variety of fields. The engaging evening included musical performances by the alums, who did not hesitate to shake a leg to the musical soirees of "chaiya chaiya," nor did they withhold expressing their love for their batch-mates, dedicating "mera pehla pehla pyaar" to them. Dinner was a lively affair, full of conversations about who is doing what, and which IIM Calcutta graduate would be featured next in the news. Reminiscing about their time spent on campus, the alums soon had everyone in tears of laughter with tales about the

traditions of their batches, special lucky charms that helped with placements and the idiosyncrasies of various professors.

Students and alums alike enjoyed the few hours for which they were able to leave behind the worries of deadlines and celebrate their home- Joka!



## Ajay Bisaria: Drive any opportunity to get an education and learn more



**Interviewer:** You studied in IIM Calcutta and have a non-engineering background. With that kind of career orientation, what were the factors that pushed you towards joining the Civil Service? And I have an extension to that question-what were the things that you learned here that helped you in your career as a diplomat?



**Ajay:** I was very excited by strategy and analysing the big picture. The discussions at that time used to be that we can be consultants and then you can look at the big picture, because being very focused on one company is too limited and one wants a larger canvas to work on, one would like to work on larger issues. This was essentially my thinking at that point which made me think that I should be a part of public policy. At that point, we were also thinking of the administrative service- the national public policy. But subsequently, I thought it was even more interesting to be a part of the global conversation. We also felt that over the next two-three decades, India would be taking off and it would be a very interesting stage to be working on public policy. So I think the essential driver was the need to work on a broad canvas to get a variety of experiences and to be working with the government. I also have a government background in that I grew up in a government colony, my father was a government employee.

**I:** So you thought at that point that corporate life would be restricted so a narrower scope than what you wanted?

**Ajay:** At that point, yes! That was the thinking.

**I:** Would you give the same advice to us, people who are pursuing their MBA right now?

**Ajay:** I think my thinking has evolved on that question. I feel there are multiple ways of serving the country, or of making a significant contribution and that can also happen by creating value in multiple ways in the private sector- particularly, when I look at my batch mates who created so much work values as entrepreneurs. You know Ganesh and Meena, who are serial entrepreneurs and so on. There is a great deal of value to be created.

But it didn't fit into my scheme of things at that point of time. I wanted to be with the government and I have no regrets about it.

Regarding the second question on how my learnings in IIM Calcutta helped me, I think they did enormously. The MBA really helped. It provides you a tool kit for working on economic issues in the government as well. And even foreign policy issues, like I mentioned that much of my career was linked to economics- I was an economic diplomat, working with the World Bank for five years, commerce ministry for three years and I worked on promoting trade and investment. I could relate to the conversation with the private sector more easily because of my background.

**I:** As budding managers, we are taught about how the environment is rapidly changing and our careers will take a turn five-ten years down the line. Based on the experience you have as a diplomat do you have any suggestions for us on how to adapt to changes?

**Ajay:** I think the theme of my conversation was this- we live in a world of disruptions with rapid dramatic transitions. And just like the world, you need to be alive in the industry as well- to technology and many other disruptors. We live in a world of rapid disruptions, black swan events and changes, for example Brexit, the rise of china, terrorism and many others. You need to have a very nimble policy to deal with this. I think the first principle for a young person is to be very aware of not just the immediate context and immediate industry of where the disruptor, for instance technology, is disrupting you, but also, for global disruption that is happening through global forces. That affects the way you will look at your immediate context- of your business, of your industry, of your country and of your plan and how they all change.

**I:** Basically, broadening the horizon.

**Ajay:** Yes, broadening the horizon. Even if the context is one business, the horizon should be broad, because then that gives you vision. All of it can be combined to understand the context and take suitable decisions.

**I:** You left campus long back. If you could talk to your campus-self right now what message will you give him, i.e., what message would you like to pass to students?

**Ajay:** Well I would say one, exactly what we talked about, be aware of what's happening in the country and in the

world, be aware of international relations. We are in a world which is increasing shrinking the reach of power. Many processes will have ramifications with the immediate context of what we are doing.

Second, I would say take risks. In life, some opportunities come, and you sometimes need to swim against the current. That's true for life. Get out of your comfort zone, take courses that you are not familiar with. You know how engineers tend to take engineering courses and so on. Here is an opportunity to get out of your comfort zone and do things which you are not very familiar with. I think one principle that I followed is to drive any opportunity to get an education and learn more. I had very attractive assignments during the best environment; I took a break and went to Princeton. That was very useful as a whole, and I think it was useful professionally.

**I:** So now this is a sort of rapid-fire round with fun questions. I'm expecting slightly quick answers, so try not to think about it. I know you are a diplomat, so you will think before your answer, but try.

**I:** What was your favourite spot, I mean the spot where you use to hangout a lot while in campus?

**Ajay:** Midnight Canteen

**I:** The Midnight Canteen. So that was in your room or you have to go down?

**Ajay:** No, no. We'd go down. There was this paratha place which have made Anda paratha.

**I:** A lot of things have changed over that past 30 years. Anything that you miss the most about the campus?

**Ajay:** Well, I think I miss the intense interactions with peers. The walking around the Howrah Bridge and discussing life's issues.

**I:** And the thing that you regret? That you should have done while you were in campus with your friends?

**Ajay:** I should have maybe attended more classes. I didn't get to go to many.

**I:** This is so common with the pre-attendance rules.

**Ajay:** Yeah there was no attendance. There was nothing to compel us to do anything. I regret the days I wasted by not going to class.

**I:** Thanks a lot!

## Jaideep Sarkar: I never saw a conflict between Civil Services and a degree in management



**Interviewer:** Sir, I would just like to thank you for taking time out for this conversation. So, when I read about you and the first thing that struck me was the normal route – the IIT, the IIM and then suddenly Civil Services came into being. I just wanted to understand if this was always the plan or how did it pan out, because we generally never think of Civil Services from an IIM right now. We have the corporate bend of mind, you know, make profits for the multinationals. So, I just wanted to understand your thinking at that point of time – what propelled you? Did you always want to become an IFS officer? If so, then why the IIM route? You know, I just want to know what your thoughts were then.



**Jaideep Sarkar:** I think in those days, people weren't as conscious of various options that they had and they also weren't as focused as they are

today. So if you are a good student, you get into IIT. 50% of my IIT class were not interested in engineering. I don't know if you have to record that, but in those days, that was the situation. Many of them drifted into MBA, some went into banking, someone was selling soap, someone else did something unrelated – like Runa. She started off as an engineer but ended up in economics. I think in those days, a lack of awareness, people did not have that type of consciousness and focus that they have today. So, in a way, I drifted into these institutions. And then, certainly, Civil Services was at the back of my mind. I never saw a conflict between Civil Services and a degree in management. That's what I spoke about also. That's coming out even more today. I don't see why institutions like IIMs should restrict themselves to the corporate world. Where is it written in the mission statement? It is a huge world outside corporate life. These are the best minds in the country. I am not suggesting that you ignore the corporate sector. I am not suggesting that the majority don't go into the corporate sector. I am just saying offer people choices. Give people different avenues to express themselves, to use their skills, not always for corporate benefits – sometimes it can be for social benefits too.

**I:** You were always there. You know, Civil Services was always there in the back of your mind. And then here, in the campus, you suddenly realized that maybe you should go there.

**JS:** A bit earlier, but yeah.

**I:** Okay. So another thing that has always fascinated me about the Services is that you have a very short amount of time wherein you have to settle in a culture, a new environment. You are posted there for 3-4 years.

**JS:** Where?

**I:** Wherever you are posted as an Ambassador to a country. A new environment, a new culture, you have 3-4 years is the timeline you have to settle there. I just wanted to have your views on any particular thing you follow, a particular regime that you might have, some checkboxes which help address this adaptability concern that we have. How can you adapt to a situation? They accept you in their culture, some things you pick from there.

**JS:** Your interests are fixed, be it in country A or B. Since your interests are fixed, political interests, economic interests, cultural interests, so that's the base from which you move. Since you asked about the Ambassadorship, by the time you reach there, you have already done this for a number of postings. So, the demands of the job, particularly in a sensitive station, are such that the learning time is not there. So that kind of a thing, it is better to do it in advance. You can't land there and start learning too much. You need to have a basic grid of what the issues are, mainly in sensitive places – what kind of things agitate the locals and what kind of things people in Delhi are expecting.

**I:** You have to be really well prepared before you reach there. You can't just go there and start the learning process.

**JS:** Not everyone does that. Before I came to my current posting, I spoke to the previous Ambassador – how to deal with the leadership there, what kind of things I should watch out for, everybody does that sort of a thing and it is necessary. That level, you are not expected to make faux pas.

**I:** Now that you are in Bhutan, you have talked of Israel in your speech a lot. But focusing on Bhutan, is there something India can learn from Bhutan, and vice versa?

**JS:** Bhutan has introduced the concept of Gross National Happiness into the development calculations. And I think there are lessons there for all countries. Here's one example. Despite being a natural paradise, even from 40 years ago, they decided that their policy towards tourism would be high value low impact tourism. So for foreigners, they charge \$200 a day, so they don't want backpackers. Obviously, this has been at the cost of the tourism industry, the travel industry. Limited number of tourists, limited impact on the economy. But that's the way they chose to run the economy. So the point I am trying to make is that the facets of Gross National Happiness, are not different than those contained in policy statements all over the world. The difference is that they are mainstream now. I think that it is a tremendous achievement. They have actually put their money where their mouth is. So, that's a lesson. If you travel to Bhutan, you will see the difference.

**I:** We have a fun element. We will talk about your life and certain things you did. But one last serious question about the recent development between USA and North Korea - if you wish to share what implications that is going to have for the world in general and India in particular. Does that mean definite denuclearization right now and then probably entry of North Korea into world trade?

**JS:** The jury is still out on the deal that has been signed between North Korea and USA. The details are not available publicly. The commitments that have been made, the deal itself is in terms of statements of intentions as to how either side is going to proceed with respect to commitments, is something we don't know. We don't even know if they have discussed this in detail and have agreed upon the post-deal commitments. The fact of the matter is that in 1994, North Korea had signed a deal with USA in which they were given fuel for their civilian reactors in exchange for capping the program and so on. That deal could not be implemented, it failed. So I think we need to wait for a while before we jump to conclusions about the deal, and the impact on India will not be economic. But as a result of implementation of this deal or otherwise, will have a major impact of the geopolitics of that region. That will affect India.

**I:** The proximity to our country, the impact it has on China, and all that?

**JS:** Yes, that.

**I:** So you are not talking in strictly economic terms.

**JS:** I frankly cannot see how it will affect us economically. But there will be a political impact.

**I:** So we do this with all alums that come to campus. We have a set of 4-5 questions. Quick answers, and you have to be honest about that.

Anything you regret during your campus life here?

**JS:** Not studying.

**I:** You actually regret that?

**JS:** Yes, should have made use of that time.

**I:** But I think you studied and then ultimately ended up where you are now.

**JS:** That's fine, but I think that now things are different. Even when I was in IIT and IIM, I can't say I did anything academically. These are great institutions, if you come here to study, you should study. It is a regret, because now when you come here to study, you actually do study.

**I:** Your favourite hanging spots on the campus?

**JS:** If you ask my colleagues, they will tell you that my favourite hanging spot was at home, because I am from Kolkata.

**I:** So you went back home a lot?

**JS:** Yes.

**I:** You have heard of a lot of changes from your time till now. Any current rule or change that you could not have imagined during your time?

**JS:** At that time, we could not have seen the tremendous expansion of the student body, the campus, it was not something we were aspiring for at that time that was on the agenda or even on the horizon. I mentioned it in my speech too. We grew in that era of status quo, it was even before the reforms in '91. So there was a completely different mindset around that time.

**I:** One thing you still miss the most about this campus?

**JS:** I think it's ironic that I did not take much interest in academics. I wouldn't say I miss them but I remember some of the professors who had an impact on me. Nagabendra Chattopadhyay is one of them. I am going to go and try see him. He used to come with a whole packet of facts, and he would speak about India's freedom struggle. He was quite spellbinding! Forget the content. Forget the subject, it might not be relevant. But his articulation, his great command of accents, his analytical abilities, those are the things I certainly miss. And second aspect is the friends I made. Those two years, we really spent together. Many of them are friends for life.

**I:** That is something we hold true as well, we are the Joka Tribe. We stay together. The two years, the friendship that we have will help us survive for life. I think that was it. Thank you so much.

## Nilesh and Pushpdeep: Followers of offbeat careers

**Q** We've talked about offbeat careers and how you're charting your own path. So as you started in '99, back to campus again after 18 years, writing a book, releasing the book or kind of showing the books to the students, this is what you had planned right from the beginning or how did this happen? You know right when in the beginning, did both of you always had a passion for writing a book



In fact, I was actually writing my third when I

**Nilesh:** Okay so, no, we didn't plan anything at all, in fact, I think 10 years after passing out I didn't even think I was going to be, I mean I used to write but it was sort of informal and I started with fiction, so I wrote 2 books of

had a call with him, a random call and that's when this concept came up. So, I dropped my other stuff, got into this one, it was just so exciting, you know, I mean it was huge fun. So, the way we did is that you know, he comes from an HR background, I had done a bit of writing, so I had some sense plus I had contacts in the publishing industry and so on. So, we brought the little bit of both plus we did the work in terms of the interviews, you know, discussions and stuff, so that's how we began.



**Pushpdeep:** For me it was just a way to reconnect with batchmates right, I mean 16-17 years out of the batch, I had lost contact. Apart from facebook messenger and all and, I

thought this would help me reconnect with books plus it was also in line with the work that I do, helping readers think about their careers and stuff, so I thought this was just a great opportunity to do it. What I needed to do was to partner with someone who knew how to write and obviously Nilesh was there so, I think I made a good choice.

**Q)** It was an idea that germinated and within conversations you found the person that had a flair of writing and did you write when you were in campus?

**Nilesh:** Little bit but it was informal, I mean I don't think I was part of these magazines and clubs, it was more informal, but I used to do some stuff at engineering level.

**Pushpdeep:** It was a complete surprise to me when I got to know that he's actually written two books, because his on-campus persona was not that of a writer.

**Q)** What is a writer persona?

**Pushpdeep:** Somebody who takes time out to ideate, kind of think about ideas and actually executes them.

**Q)** You guys have established careers, you are working with a global bank which we'll get to later on, you have a fully established career in something which you always wanted to do. So apart from these personal goals, what was the motivation, the drive behind doing something at this scale because you know it involves a lot of effort, you have to take out time from your busy careers, fly and meet people who are giving you appointments, although they are batch-mates but they are also busy, so it takes a lot of time and effort from your side or was it monetary motivation? So, what were the motivations apart from personal ones mentioned?

**Nilesh:** By the way there is zero monetary motivation, there's nothing.

**Q)** So, we need to understand the complexities involved here, what was the drive? Did you actually just want to go out and help people?

**Nilesh:** I think a bit of both. The whole idea, the way careers are conceived even today, there's so much confusion, right? I mean, people make bad choices, odd choices and there is no reference point. The idea was to just conceive sort of a reference point. In fact the idea

of this book is actually to extrapolate it into, "can other people share their stories?" And how careers have changed in the last two decades. It was easiest for us to go to our batch because those are people who'll open up, because it's also important that the person has to be honest with us. So that's why we used our batch, honestly other than that the batch idea was not to showcase a batch, to be honest. It's really to see how careers have evolved in the last 2 decades and can others derive anything from it. Maybe its just story, that's fine, but that's really the sort of motivating factor for us.

**Q)** So just that people get a reference point and to basically help us in our careers. Actually I was sitting there and listening to this, I was thinking in my mind that this is something that has been missing around the circuit and if I had known about this I would definitely want to grab a copy and go about it because it's something that I don't realize but it has been missing, so that was a good point there. You've mentioned that there were about 320 people in your batch and then 32, I'm guessing you did the 10 percent math. But I was wondering, how did you choose these 10 percent people? Like when you are choosing a sample, there has to be certain criteria, now, did you only want off-beat careers, or did you want a mixture of men and women, or people who have not achieved or mediocre or high, I just wanted to understand the criteria behind choosing these 10 percent people. Why do you have only these 32 people there?

**Pushpdeep:** I think there were a couple of hypotheses we were working with, so one hypothesis was given the batch size, there would have been multiple career tracks and trajectories, just given the numbers. So, what we wanted to do was to showcase a broad variety of career paths. We had a sense in terms of what those career paths might be, we were even surprised as we went through the interviews in terms of traditional career paths that came through. So I think the decision making around who should we profile wasn't very scientific, it was hypothesis driven, it was little bit comfort driven as well since there were a lot of people we knew and had access to. We did stretch ourselves to reach out to people that we did personally had a lot of intimacy with over the years, and who kind of dropped off and stuff just to



round up those multiple career trajectories, very hypothesis driven. What are the multiple tracks that we know people have taken?

These are 10 Very broad themes, can we find 2-3 people, 4 people in each. The second aspect is also being practical, right. I can interview 100 people but then the stories will get muddled. It won't be interesting for a reader, right, because it has to be interesting for someone who reads, wherein he or she can draw some lessons, some gyaan, whatever it is, or just plain story, right. Even 30 to me is a very large number and I struggled with it to put it in a format which is readable. The minute you go beyond that, it becomes completely unmanageable. Then it becomes like one paragraph per person. Then it completely loses its meaning, then it becomes a statistical study and that's what we didn't want. It has to be more qualitative.

**Q)** That I agree with. So the other important point, we're talking about the composition of our batch in terms of the gender ratio that we achieved. So during your time, you said it was very less, around 6 percent and for us it's actually a record amongst all IIMs across history, IIM Calcutta has taken steps around that. So just want to get your few cents on that, your thoughts around that. You've interviewed lot of women, I don't know how many women amongst the 32 (answer: I think it was around 4 or 5, the same ratio sort of, actually it's a better ratio than what was in the batch), so just your thoughts on the careers women have taken in 17-18 years ago because you've interviewed them, and you know, and right now we're having so many more women in the batch and now their career trajectory from here. Any thoughts on that, things have changed, what do you feel, a couple of cents on that.

**Nilesh:** I think it's difficult to extrapolate from four-five case studies. All the women that we profiled have done really well, across number of profiles. There's one profile of this lady called Ramya Venkataraman who has a stellar career at McKinsey but always had a passion in education. She was leading the education sector amongst the many things at McKinsey that she did. But then she moved out of McKinsey to set up India's largest platform to educating teachers to become even better. And she is doing phenomenally well there, she's an

execution machine, she gets stuff done etc. Other women that we interviewed have done well in the finance sector, done well in IT and technology etc.

Organizations world over are becoming better and supportive, improve their structure, so hopefully lesser women will have to opt out or slow down or even if come out, re-enter the organization, that has become more convenient.

**Q)** Social infrastructure itself is promoting women, starting right from IIMs and going to into the corporate world, even there, we have things in place which will help them live, go ahead with career which probably women earlier would not have

**Pushpdeep:** It's getting better but it's not there yet. There is harassment, there is discrimination, all these things are real pains. And not only in India, but across the world, everywhere. So they don't go away, just the sensitization has improved, but nothing more, at least we're aware of it.

**Q)** So I think that we're done with the serious part. I'll just start with a few fun questions. When you were here in the campus a few things which you did, which you would suggest the current students not to do? A few regrets, if you have any.

**Pushpdeep:** My wife is here, so I can't talk too much about that.

**Q)** Okay we get the idea, sorted.

**Pushpdeep:** I think you know, one thing is that I found real freedom and if you restrict freedom in any way I think that's ridiculous. I drank myself to madness, and all sorts of stuff happened.

**Q)** So there's nothing which you did which you wish you wouldn't have done or something like that?

Nilesh: Of course not.

**Q)** So, get the freedom, enjoy.....

**Nilesh:** One thing that I would say is, don't get focused on placements. It's a huge thing. People just from Day 1, I don't know what happens the moment you enter the gates here, and placement thing sort of takeover, that for me was a big one.

## IIM Calcutta-NYU Stern India Research Conference at NYU Stern



Prof. John Kose, Charles William Gerstenberg Professor of Banking and Finance at the Stern School of Business, New York University and Prof. Ashok Banerjee, Professor (Finance and Control), Faculty-in-charge, The Financial Research and Trading Laboratory at IIM Calcutta will be hosting the IIM Calcutta-NYU Stern India Research Conference at NYU Stern on Friday, October 12, 2018. As the world's largest democracy, with the third

largest economy in real terms, the fastest growing working-age population, and a rapidly developing financial system, India is set to become one of the world's most important economic forces in the coming decade. Recent national-level economic initiatives and financial reforms such as demonetization, the implementation of the Goods and Services Tax and the PMJDY program for banking the unbanked have far-reaching implications. This conference will bring together the leading academic and policy experts for an in-depth discussion of India's financial markets and implications for the global economy.

## Financial Research Workshop 2018



The Financial Research and Trading Laboratory of IIM Calcutta will conduct a two-day Financial Research Workshop during November 10-11, 2018. In 2012, the Finance Lab at IIM Calcutta launched an intensive research workshop in Finance, designed to support and encourage high quality research in finance by IIM Calcutta. The workshop brings together reputed academics from all over the world and provide a platform to present and discuss research in various areas of finance.

The workshop is a vehicle for presentation of work in progress. The Financial Research workshop is organized in every two year.

## The India Finance Conference 2018

The eighth edition of the India Finance Conference 2018 (IFC 2018), the annual event of the Indian Finance Association (IFA), is scheduled to be held at IIM Calcutta during December 20-22, 2018. The annual conference is jointly organized by the IIM Ahmedabad, IIM Bangalore, and IIM Calcutta. Academics, researchers, doctoral students, and practitioners are invited and encouraged to submit research papers in all areas of finance. The themes of the conference are theoretical and empirical asset pricing, corporate finance, capital structure and dividend policy, asset allocation and investment management, financial crises, systemic risk and macro-finance, quality of financial reporting and adoption of IFRS, corporate governance, executive compensation and ownership structure, computational finance and financial econometrics, financial risk analytics and management, market microstructure and algorithmic trading, financial policy choice, institutions and regulation, financial literacy and financial education and financial analytics. Utpal Bhattacharya, Professor of Finance, Hong Kong University of Science and Technology, Hong Kong, Vikrant Vig, Professor of Finance, London Business School and Carlo Acerbi, Managing Director and Head of Risk Management, MSCI Group are the key-note speakers.

## Reminiscence 2018

This year Reminiscence will be held for the 28th batch and they will be visiting the Joka Campus during December 22-23, 2018. The events are mostly stretched over two days involving several activities planned and appreciated by the alumni. The concluding day of Reminiscence culminates with a Gala dinner and performance by the JBS band.

## Lattice 2018

Lattice, the PGPEX annual business conclave will be held during October 6-7, 2018. Lattice has a decade long legacy of bringing together the stalwarts from all walks of life. It is a platform where distinguished members of industry, IIMC faculty, Alumni and students engage, brainstorm on the current state of Indian business, and deliberate upon the blueprint of the path our country should embark on. The panelists also reflect on the imperative roles B-schools play in grooming the next-generation leaders. Lattice is a melting pot of new ideas and aims to be the vanguard of leadership in not only corporate excellence but also the societal change. The theme for 2018 edition of Lattice is "Vision 2030 Invigorate, Ideate & Innovate". In this iteration we aim to explore a vision that is guided by the new and emerging paradigms of transformational PGPEX-banner-lattice 'Leadership', 'Digital' technology and growing 'Entrepreneurship' prowess of the new India. Our distinguished guest speakers and panelists this year, drawing learnings from their trail-blazing careers, would contemplate on how digital world is changing the way we do business. This year Lattice aims to provide a foundation to the students to help them lead a holistic professional and personal life creating value for not only the organizations they work for, but also the society and the environment in which we co-exist.



## Distinguished Alumnus Award 2018

A large number of bright and capable scholars, having graduated from the Institute, have distinguished themselves by means of their extraordinary achievements in their chosen professions and by their contributions to the society at large. In order to recognize and felicitate some of these inspiring achievers and contributors who have made their alma mater proud, IIM Calcutta has instituted the Distinguished Alumnus Award as an annual event since it celebrated the Golden Jubilee of the Institute in the year 2011. Nominations are already being sought out for this year's Distinguished Alumnus award and the ceremony is scheduled to be held on November 14, 2018.



## Alum Speak: Dr. Divya Sharma

### 2018 Satish K. Sehgal Doctoral Student Award Winner, for excellence in scholarship and organizational citizenship



As I graduated in engineering ten years ago, enrolling in a doctoral program would have been the last thing on my mind. But, 4 years of working in private and public sector firms made me realize that probably my calling lay in a profession that allowed for continuous reinvention and rediscovery of one's skills, strengths, and abilities. As a Fellow of IIM Calcutta, I can proudly say that I, indeed, made the right choice in joining the Institute for doctoral studies. The Fellow Program in Management at IIM Calcutta provided me the perfect mix of relentless faculty support, enormous opportunities for peer learning, a productive academic environment, and a vibrant campus life that helped me metamorphose into an academic. I must also acknowledge that the Institute has inculcated in me the highest level of respect for academic integrity and academic freedom. On a personal note, I owe the Institute for introducing me to the best of mentors and friends and providing me with memories that I will continue to cherish forever. Thank you IIMC!

## Alum Speak : Himanshu Goyal, PGDBA 2nd Batch



I joined PGDBA after working for 5 years in an analytics firm. The main reason that I turned back to college after working for 5 years was to get an understanding of the concepts which I had been applying. I wanted to learn about the math that goes behind various machine learning concepts as well as get an exposure to various types of its applications. I was not disappointed. Each aspect of data science was handled by an institute that specializes in it. ISI Kolkata gave us an amazing experience in the world of statistics, IIT Kharagpur gave us the opportunities and exposure to solve different problems through machine learning and IIM-C helped us in bridging the gap between machine learning and business application. It was a testament to the quality of these three institutes that the program has took off at such a breakneck speed. By the time I graduated as part of 2nd batch of the course, top firms like

Amazon, Walmart and DE Shaw were already competing to recruit candidates from it. The two years spent in this course were full of fun and learning and I will never forget them.

## IIM-C team suggests virtual stores at Kolkata metro stations



Kolkata Metro may soon become a trend-setter by introducing the country's first virtual grocery stores. The Kolkata Metro Rail Corporation (KMRC) commissioned IIM Calcutta to restructure its revenue model and look at ways to increase non-fare revenue. Among the solutions put forward is a virtual grocery store that will allow commuters to scan and order products while waiting for their trains - to be home delivered later - without having to visit a supermarket.

A team of three IIM-C students, Alan Shaji Idicula, Urjaswit Lal and Tushar Kumar (2018 passouts), came up with the unique idea of installing wall-

length billboards on the walls of the metro stations designed to look like a series of supermarket shelves and tying up with e-commerce majors like Flipkart or Amazon to start the virtual store.

The digital billboards will display product images along with the QR code. Passengers can scan the code to order daily-use products like groceries and FMCG items. The e-commerce company would have to tie up with local stores to deliver the products in a few hours. So the concept basically marries the two distinct models of traditional brick and mortar shops and e-commerce.

The Idicula's team was picked winner by KMRC among 20-odd teams of students that were studying different metro stations to find additional sources of revenue. The revenue model proposed by the trio also suggests leasing out unutilised space for commercial activities. The team calculated that around 68,478 sq ft of space is lying unutilised across Kolkata's 20 metro stations, which could be tapped to generate additional revenue of Rs 20 crore. In addition, KMRC could earn revenue through train wrap ads, hoardings and digital kiosks, and from paid Wi-Fi services inside Metro trains.

## Satisfactory Placements for PGPEX 11 batch

## PGPEX

IIM Calcutta's one-year residential program for executives, PGPEX has visualized encouraging season of placements for its eleventh batch with a top salary of INR 89.25 lacs and average salary of INR 24.52 lacs, an increase of 192.14% and 21.87% respectively over last year. The media salary was stood at INR 20.17 lakhs. IT Services firms led the charge with 26 offers, followed by E-Commerce with 6 offers. Other sectors which hired aggressively included Consulting, Banking/Finance, Manufacturing and Real estate. This year's placements too witnessed roles across the spectrum of senior and mid-level positions, as suited by the candidates. More importantly, several graduates successfully shifted to a role/function that matched their career aspirations. A total of 78 companies participated which made 57 offers. Out of 68 students, 2 each opted out of placement and went back to previous organizations. So 53 students were placed on-campus, while remaining 6 outside the campus.

## Case Studies published by the IIMCCRC win at the EFMD Case Competition

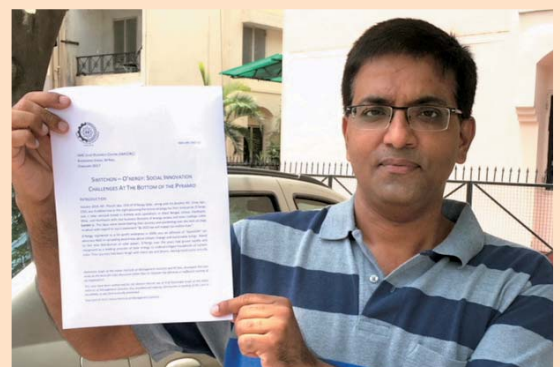


IIM Calcutta gets an opportunity to bask in the glory of two case studies published by the IIM Calcutta Case Research Centre that have won awards in the 2017 edition of the European Foundation of Management Development (EMFD) Case Competition. The results were announced on 4th May, 2018.

In the inclusive business models category (sponsored by IMD), the IIM Calcutta team of Prof. Indranil Bose and Gaurav Gupta (fellow student) won the award for their case "SIMsePAY at YES BANK: Creating Value Through an Un'Smart' Innovation". Prof. Bose who also acts as Co-ordinator of IIMC Case Research Center provided some insights about the case study: "While smartphones are penetrating the Indian market at a rapid pace, YES BANK discovered a unique opportunity for converting feature

phones to smart devices through a simple SIM sticker. SIMsePAY, as it is popularly called, is remarkably innovative for its simplicity, applicability and timeliness. I am sure this unique case study on 'Digital India' will be read, analyzed, and appreciated by students of management institutions around the world as well as practitioners who are interested in launching impactful innovations in an emerging economy."

The second case study "Switchon O'nergy: Social innovation challenges at the bottom of the pyramid" by Prof. Ramendra Singh and Menaka Rao won the award in the sustainable business models category. About the case study, Prof. Singh said: "It is a sweet reward for years of close collaboration that we were having with this hybrid organization, and we have been closely interacting with them as they achieved one milestone over other in terms of solar energy product development, and enhancing their last mile reach and distribution. It is also very fulfilling to see hybrid organizations such as SwitchOn-Onergy get international visibility through this case study, as India is headquarter of International Solar Alliance (ISA) that aims to reduce production and development costs of solar products to facilitate higher deployment of solar technologies in remote regions at the bottom of the pyramid."



## Shreyashi Chakraborty wins Doctoral Research Awards



Ms. Shreyashi Chakraborty, an FP 2018 graduate of IIM Calcutta, wins an award by the 2017 Emerald/EFMD Outstanding Doctoral Research Awards for her thesis on Antecedents and Outcomes of Gender Diversity Management: An Exploratory Study in the Indian IT/ITeS Industry. She did this thesis under the supervision of Professors Leena Chatterjee and Amit Dhiman.

## IIM Calcutta wins marketing case study contest at Vista 2018



IIM BANGALORE'S  
**VISTA**  
THE INTERNATIONAL BUSINESS SUMMIT

Markguru, the marketing case study contest, challenged the participants to develop a growth strategy for a packaged grocery product. The team from IIM Calcutta won the competition, while the team from IIM-B came second. This was a part of the 2018 edition of Vista, the business summit hosted by students of IIM Bangalore, was inaugurated on September 14, with the theme — Prism of Possibilities. The annual event aims to drive innovation, change and growth in business and management. Vista's portfolio of over 50 events spans the categories of marketing, finance, social responsibility and entrepreneurship.

## PGDBA Students Ranked 9th in Data Science Game 2018



Four PGDBA students - Manoj Mana, Teja Ram, Tanmay Choudhary and Yash Hansalia were ranked 9th in the qualifier round for Data Science Game 2018, an international game challenge based on machine learning. The coveted place in the list of finalists for the next phase of the challenge also earned them a ticket to the city of love, Paris, where the final round will be taking place in later this year. The fourth edition of the Data Science Game saw 150 teams coming together from around the world to work on the best algorithms. The data machine learning competition offered as many as 13 challenges. These challenges were from a wide variety of

domains ranging from small start-ups to major companies like medicine (disease prediction from DNA data), vision (celebrity identification), physics (prediction of the dynamics of glass-forming liquids), finance (volatility prediction), NLP (prediction of categories for pharmaceutical questions), etc. The list of finalists for the prestigious competition included only 20 teams with IIM Calcutta's proud representation at number 9 worldwide. Among the other finalists, were colleges from countries such as Russia, Peru, Brazil, Germany, France, Tunisia, Ukraine, and Finland. Having said that, IIM Calcutta looks forward to what they have in store for the world and we wish them luck.

## IIMC alumnus & Managing Editor of Business India, Parthasarathi Swami, dies



Veteran Journalist and Managing Editor of Business India, Parthasarathi Swami died on March 2, 2018. The news of his sudden demise has shocked the journalist fraternity. With a career spanning over 25 years as journalist, Swami worked with several leading business and news publications in India including Business Standard and India Today. Before taking up this assignment at Business India, he was the Managing Editor of Businessworld. A graduate in History from Osmania University Swami completed Post Graduate Diploma in Management (PGM) from the prestigious Indian Institute of Management, Calcutta. He was also enrolled at Indian Institute of Technology (IIT) Kharagpur between 1974-79 but dropped out in the last year.

## IIMC Team National Winner of Flipkart Wired Challenge 2.0



The Team Sikarios consisting of Arindam Chugh, Gaurav Agrawal, Siddhartha Kumarapu from IIM Calcutta and the batch of 2019 have emerged as the National winners of Flipkart Wired Challenge 2.0. This is the second time that campus winners from IIM Calcutta stood as the National winners of Flipkart Wired in a row!

## NK Chaudhary of Jaipur Rugs at IIM Calcutta



The Marketing to Bottom of Pyramid Consumers class at IIM Calcutta had a guest lecture by Mr. NK Chaudhary of Jaipur Rugs on August 9, 2018. Jaipur rugs is an inspirational story of Mr. NK Chaudhary, fondly called as 'Bhaisahab' and 'Nandu', that started 40 years ago in the small town of Rajasthan called Churu. NKC started this journey with Rs. 5000 loan, 2 looms, 9 weavers and a strong determination to rise above the discrimination that the weaving community faced. After three decades, this initial vision to empower the weaving community has blossomed into a unique vertically integrated global organization that includes an extensive network of artisan weavers, an educational and social foundation, and an end-to-end supply chain including product concept, design, production and delivery. All three of these works together as a single powerful mission-driven entity focused on the empowerment of women and rural communities in India. The session ended with Mr Chaudhary talking about the lessons he learnt during his 40-year journey and what the students at IIM Calcutta can learn from it to progress in their professional careers. The trick he said, is to focus on the soul of your company and build a customer-centric empowered workforce around it, the rest will fall in place.

## In Memoriam



Professor Sitangshu Kumar Chakraborty (born 20 January 1941) passed away in Kolkata on 13 September 2018 after a brief illness. He had a long association with IIM Calcutta for thirty two years where he served first as a faculty member in the Finance and Control Group and subsequently as the founder-convener of Management Centre for Human Values (MCHV) till his superannuation in 2003. After his superannuation, he was also instrumental in setting up Rabindranath Tagore Centre for Human Values at Kolkata under the aegis of Ambuja Neotia Group.

Professor Chakraborty had been a pioneer in the field of Human Values and Ethics. At a time when theory and practice of management in India was steeped in Western academic canons and protocols, Professor Chakraborty through his voluminous work opened up an entire vista of Indian philosophical traditions for meticulous scholarly enquiry. His continuing engagement with multiple knowledge systems transcending the old binary of the East and the West got reflected in dozens of books and numerous research papers that he published over a professional career spanning nearly five decades. For him, values and ethics were an integral part of management education and training, and not to be considered as add-ons to other supposedly more important aspects of management practice. He was the founder-editor of the Journal of Human Values which is currently in 24th year of its publication. Some of his books such as Management by Values – Towards Cultural Integration (Oxford, 1991), Managerial Transformation by Values: A Corporate Pilgrimage (Sage, 1993), Ethics in Management (Oxford, 1995), The Management and Ethics Omnibus (Oxford, 2001), Leadership and Power: Ethical Explorations (Oxford, 2001), Against the Tide (Oxford, 2003), are invaluable resources in the field of values and ethics in management.



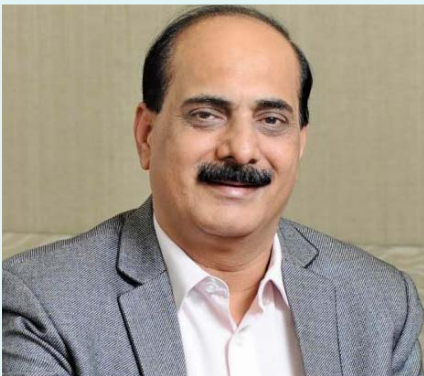
IIM Calcutta and the Management Centre for Human Values deeply mourn the sad demise of Professor Chakraborty.

## Sumant Sinha Wins ET Awards 2018 for Entrepreneur of the Year



Sumant Sinha has led ReNew Power Ventures as India's largest clean energy company in a short span of time, overtaking older rivals. The entrepreneurship and leadership of Sinha, an alumnus of IIT-Delhi, IIM-Calcutta and Columbia University, has helped ReNew Power become India's No. 1 renewable energy company. As an investment banker in the US and UK and CFO at the Aditya Birla Group and COO at Suzlon before, which helped the company he founded raise \$1.1 billion in equity and \$3.4 billion in debt from global investors. The funding helped it acquire Ostro Energy, which has a capacity of more than 1,100 MW. A first-generation entrepreneur, Sinha steered ReNew Power to the top without any backing of big business houses or conglomerates.

## Sunil Duggal becomes new president of FIMI



The Federation of Indian Mineral Industries (FIMI), an apex mining body, has appointed Sunil Duggal, CEO of Hindustan Zinc as its new President. Duggal is currently vice chairman of International Zinc Association, co-chair – FICCI Non-Ferrous Metals Committee 2018 and President – Indian Lead Zinc Development Association. An electrical engineering graduate and an Alumni of IMD, Lausanne - Switzerland and IIM Calcutta, Duggal is steering Hindustan Zinc (HZL) to achieve a metal production capacity of 1.5 million tonne and 1500 tonnes of silver within a span of five years and it is during his tenure, that HZL emerged as a fully underground mining company. He is also the Chairman of the Vedanta Ethics Committee and anchors Vedanta HSE Council and has embedded a strong culture of safety culture in the company with adoption of best-in-class mining and smelting techniques.

## Prateek Aggarwal, New CFO, HCL Technologies



With effect from 1 October, 2018, Prateek Aggarwal becomes new CFO of HCL Technologies. Prateek will replace Anil Chanana, who will step down from his position on 1 October and would retire from the company on 31 December. The company constituted a committee of the Board to review internal and external candidates and selected Aggarwal as a successor to Chanana. A graduate in commerce from SRCC, Delhi, Prateek holds PGDM from IIM Calcutta. Overall, Prateek has over 27 years of industry experience in finance. He has worked with Hindustan Unilever, GECIS/Genpact, among others.

## Winy Patro, APIS CEO: Robotics Centres of Excellence in Vizag, Vijayawada, Tirupati soon



The Andhra Pradesh Innovation Society (APIS) is to promote entrepreneurship to transform the State into an innovation valley. Its new CEO Winy Patro is taking the lead. A Centre of Exchange (CoE) on Internet of Things, in collaboration with the NASSCOM would be set up in Visakhapatnam. Another national CoE in IoT will come up in Tirupati. Three CoEs in robotics will be set up in Visakhapatnam, Vijayawada and Tirupati. They would hold a series of boot-camps and run incubation centres in colleges to promote entrepreneurship. They had already tied up with 200 domain experts to act as mentors to strengthen the ecosystem. A PGDM from IIM Calcutta, Winy Patro had pursued entrepreneurship and teaching before he was appointed as the Director of the Andhra Pradesh IT Academy. He also had earlier worked as the Additional CEO of APITA and APIS. He was instrumental in launching of 'Look for Employees in AP' (LEAP) programme by holding a series of job melas and tying up with several big companies and taking up skill development programmes for professionally qualified candidates.



## KS Srinivas, new head for marine exports body



KS Srinivas, a 1997 batch IAS officer of the Kerala cadre, formally took over (on August 13) as Chairman of the Marine Products Export Development Authority (MPEDA) under the Ministry of Commerce & Industry. Prior to his new assignment, he served a stint as Joint Secretary in the Department of Agriculture Cooperation & Farmers' Welfare, Ministry of Agriculture. An engineering graduate with a degree in business management from the Indian Institute of Management Calcutta, he served as Sub-Collector, Fort Kochi; District Collector, Kannur and Palakkad districts, Managing Director, Malabar Cements; General Manager, SUPPLYCO and Secretary in various departments of the Kerala government.

## Conduent Inc. named Lokesh Prasad as the CEO, Asia Pacific



New Jersey-based digital interactions company, Conduent Incorporated named Lokesh Prasad as the Chief Executive Officer, Asia Pacific (APAC). Prasad joined Conduent in January 2017 as the CEO, Conduent India. Under his leadership, Conduent has grown in the market, starting operations in three new locations – Pune, Hyderabad and Visakhapatnam. An alumnus of IIT Kharagpur and IIM Calcutta, Lokesh has held prominent leadership roles at UnitedHealth Group and Infosys Technologies. Prasad will now oversee Conduent operations in the Philippines and Malaysia in addition to leading overall growth strategy in India. His new role will strengthen Conduent's global service delivery model by improving focus on regions that have the right talent for the work.

## Vinod Nambiar, Chairman - Colgate-Palmolive India resigns



FMCG major Colgate-Palmolive India expressed that its Chairman Vinod Nambiar has resigned from the company. Nambiar, who had joined CPIL in 1998, has cited personal reasons for the resignation. Nambiar is an alumnus of IIM Calcutta and he was appointed as a Non-Executive Director & Chairman of CPIL in 2015.

## Madhusudan Gopalan appointed P& G's India MD



Madhusudan Gopalan, the head of Procter & Gamble's Indonesian business replaced AI Rajwani to become India MD in April 2018. Gopalan, an IIM Calcutta alumnus, joined P&G India in 1999 in sales and later worked in the Cincinnati headquarters of the consumer goods company. He has more than 18 years of experience working for P&G across business units and diverse geographies like India, US and ASEAN countries. While based in Cincinnati, he worked with P&G's business team that focuses on its largest retail partner, Walmart. He later was Head of market, strategy and planning

in India.

## Manish Bhatnagar becomes MD of SKF India



Manish Bhatnagar has been appointed as Managing Director of SKF India for a period of five years with effect from August 16, 2018. He has rich experience with companies like Danaher Corporation, Underwriters Laboratories Inc. and General Electric which will be an asset for SKF. Following the resignation of Carl Orstadius as Managing Director and Director of the company, Manish replaces him.

## Vivek Sunder Swiggy's New COO



Online food delivery start-up Swiggy (Bundl Technologies Pvt. Ltd), appointed ex Procter & Gamble (P&G) executive Vivek Sunder as its first chief operating officer. Sunder, an alumnus of IIM Calcutta will be responsible for Swiggy's operating units and will be in-charge of developing and executing Swiggy's strategic direction and priorities. Sunder has over 20 years of experience in the FMCG industry, and has been working at the intersection of business and technology across several leadership roles and geographies. In his previous stint at P&G, Sunder held the position of managing director for P&G's East Africa operations.

## Manu Kumar Jain named CEO of the Year at the SABRE Awards



Xiaomi India chief Manu Kumar Jain has been named CEO of the Year at the SABRE Awards South Asia. The Award follows Xiaomi's meteoric rise to become India's leading smartphone brand. The 37-year-old Jain has led Xiaomi since establishing its Indian operations as its first employee in 2014, after earlier co-founding leading e-commerce portal Jabong.com in 2012. In 2017, Manu Kumar Jain was also appointed global VP at Xiaomi and has outlined aggressive growth plans for the Chinese company in India. Jain started his career with McKinsey & Company as an engagement manager. He graduated from IIT Delhi in 2003 and received his post graduate degree in business management from IIM Calcutta in 2007. He has also received numerous awards and accolades, including being named to Asia One's Most Influential Indians Under 50 in 2017; Fortune 40 Under 40 for four consecutive years; The Economic Times 40 under 40 in 2016, and GQ India's Most Influential Young Indian in 2015.

## Mohit Gupta becoming Zomato's COO



Food-tech start-up Zomato Media Pvt. Ltd named former MakeMyTrip chief operating officer (COO) Mohit Gupta as the chief executive officer (CEO) of online food delivery business. Gupta has more than 20 years of experience, of which the last decade involved running the travel e-commerce business in India. As CEO of the food delivery business at Zomato, Gupta will be responsible for leading the growth and P&L of food delivery business. Mohit Kumar, who was previously heading the online food ordering business, will focus on building the logistics stack within the food delivery business.

## Senior Management Programme (SMP)

To transform themselves into strategic leaders, executives need to broaden their understanding of the emerging business environment, hone their quantitative and qualitative skills. This mix of hard and soft skills is offered through the one-year Senior Management Programme of IIM Calcutta. This one-year programme has been designed specifically for senior executives to: (1) equip them with analytic skills, (2) enhance their existing functional competencies, and very importantly, (3) transform them into strategic leaders. The programme covers thirteen modules which expose participants to contemporary macro perspectives as well as functional knowledge for enhancing their strategic decision making.

The participants of the thirteenth batch of SMP present the Year Book to the Institute.



To know about the programme please refer to <https://iimcal.ac.in/ldp/SMP>

**Trivikrama Rao Ramaraju, Asst Vice President, Franklin Templeton Investments:** "I have had incredible experiences, met inspiring friends and professionals and - last but not least - reflected a lot. It has been transformational experience not only professionally and academically but - especially - personally. NIIT - IIMC partnership is definitely very helpful to aspirants located across different places in the country to pursue great courses from a premier and prestigious institute like IIMC without compromising on professional and personal life."

**Uma Maheshwari, Senior Program Manager, HCL Technologies:** "It's been a world of change for me to be part of this program. The wide exposure provided by the course gives a completely new view to the way I used to operate. Being someone from an IT technology background the learning from this course were totally new and will help see the larger picture."

**Anil Banga, Sr Vice President, Primetals Technologies India Pvt. Ltd:** "SMP is IIM Calcutta's flagship program, & not without reason. It opened the mind to endless possibilities, it facilitated looking at issues with a broader perspective. I would rather reclassify it as the "Strategic Management Perspective" development program! We remain ever grateful to our esteemed faculty for sowing the seeds of interest, & showing us the way."

## The Alumni of SMP13 speak about the programme

**Pradeep Panicker, Head-Strategic Sales, Teamlease Services Limited:** "SMP from IIM-C has enabled me to broaden my business perspective, develop on tools and techniques required to manage organizations and very importantly transform myself into a strategic leader in my career."

### Long Duration Programmes (LDP) Upcoming Programmes

#### General Management Programmes

Sl No.	Programme Name	Programme Directors	Programme Duration	Tentative Start Month
1	Executive Programme in Business Management - International (EPBM-I)	Prof. Preetam Basu, Prof. Runa Sarkar, Prof. Saptarshi Purkayastha	1 year	November, 2018
2	Senior Management Programme (SMP)	Prof. Chetan Joshi, Prof. Sanjeet Singh, Prof. Rajesh Bhattacharya	1 year	November, 2018
3	Executive Programme in Global Business Management (EPGBM)	Prof. Abhishek Goel, Prof. Manisha Chakrabarty, Prof. Nisigandha Bhuyan	1 year	December, 2018
4	Executive Programme in General Management (EPGM)	Prof. Ritu Mehta, Prof. Arpita Ghosh, Prof. Palash Deb	1 year	December, 2018

#### Functional Programmes

Sl No.	Programme Name	Programme Directors	Programme Duration	Tentative Start Month
1	Executive Programme for Banking and Financial Sector (EPBFS)	Prof. Arpita Ghosh, Prof. Partha Ray, Prof. Rajiv Kumar	1 year	November, 2018
2	Transitioning into Leadership: A Programme for Women Executives (TLPWE)	Prof. Leena Chatterjee, Prof. Pragyan Rath	1 year	November, 2018
3	Executive Programme in Applied Finance (EPAF)	Prof. Ashok Banerjee, Prof. Vivek Rajvanshi	1 year	January, 2019
4	Advanced Programme in Strategic Management (APSM)	Prof. Biswatosh Saha, Prof. Mritunjoy Mohanty	6 months	February, 2019
5	Advanced Programme in Supply Chain Management (APSCM)	Prof. Bodhibrata Nag, Prof. Partha Priya Datta	1 year	February, 2019
6	Executive Programme in Human Resource Management (EPHRM)	Prof. Abhishek Goel, Prof. Amit Dhiman	1 year	March, 2019
7	Advanced Programme in Data Sciences (APDS)	Prof. Preetam Basu, Prof. Indranil Bose	1 year	March, 2019
8	Executive Programme on Operations Management (EPOM)	Prof. Bodhibrata Nag, Prof. Partha Priya Datta	1 year	March, 2019

Programme details are available at <https://iimcal.ac.in/ldp/dp-calendar>

## Upcoming MDPs, October '18 - March '19

Name of the Programme	Programme Directors	Dates	Fees
Managerial Leadership and Conflict Resolution	Prof. Chetan Joshi & Prof. B.N. Srivastava	Oct 01 - 06, 2018	95,000
Becoming an Effective Sales Manager	Prof. Prashant Mishra & Prof. Ramendra Singh	Oct 08 - 11, 2018	65,000
Managerial Effectiveness	Prof. Leena Chatterjee & Prof. Abhishek Goel	Oct 08 - 12, 2018	85,000
Healthcare Leadership and Management Programme	Prof. Manish Thakur & Prof. R.Rajesh Babu	Nov 12 - 16, 2018	80,000
Selling and Negotiation Skills	Prof. Ramanuj Majumdar	Nov 12 - 16, 2018	80,000
Key Account Management	Prof. Ramanuj Majumdar	Nov 14 - 17, 2018	65,000
Managerial Leadership and Team Effectiveness	Prof. Leena Chatterjee & Prof. Abhishek Goel	Nov 19 - 23, 2018	85,000
Value Creation Through Operations Strategy	Prof. Peeyush Mehta	Nov 19 - 23, 2018	80,000
Applied Corporate Finance	Prof. Ashok Banerjee	Nov 19 - 24, 2018	95,000
Internet of Things (IoT) – What every manager needs to know about IoT	Prof. Debashis Saha	Nov 26 - 29, 2018	70,000
Enhancing Negotiation Skills for Managerial Excellence	Prof. Chetan Joshi & Prof. B.N. Srivastava	Nov 26 - 30, 2018	85,000
General Management Programme for Senior & Middle Level Executives	Prof. Subrata Mitra	Nov 26 - 30, 2018	80,000
Finance for Non-Finance Executives	Prof. Manju Jaiswall	Dec 03 - 07, 2018	85,000
Leadership and Team Building	Prof. Chetan Joshi & Prof. B.N. Srivastava	Dec 03 - 07, 2018	85,000
Supply Chain Management	Prof. Balram Avittathur & Prof. Preetam Basu	Dec 03 - 07, 2018	80,000
Excellence in Managerial Communication	Prof. Pragyan Rath & Prof. Apoorva Bharadwaj	Dec 10 - 13, 2018	70,000
Improving Interpersonal Effectiveness	Prof. Leena Chatterjee & Prof. Abhishek Goel	Dec 10 - 13, 2018	70,000
The Oil Economy: Shape of things to come	Prof. Runa Sarkar & Prof. Partha Ray	Dec 11 - 14, 2018	65,000
Business Analytics for Strategic and Tactical Level Decision Making	Prof. Saibal Chattopadhyay & Prof. Uttam K. Sarkar	Dec 17 - 21, 2018	85,000
Strategic Marketing in Action	Prof. Suren Sista	Dec 17 - 21, 2018	80,000
Finance and Accounting for Business Managers	Prof. Arpita Ghosh & Prof. Vivek Rajvanshi	Jan 07 - 11, 2019	85,000
Managerial Leadership and Conflict Resolution	Prof. Chetan Joshi & Prof. B.N. Srivastava	Jan 07 - 12, 2019	95,000
Managing Family Business for Growth	Prof. Prashant Mishra & Prof. Sumanta Basu	Jan 07 - 16, 2019	1,60,000
The Global Economy: Volatility, Uncertainty, Complexity and Ambiguity (VUCA)	Prof. Partha Ray & Prof. Palash Deb	Jan 10 - 13, 2019	65,000
Marketing for Non-Marketing Professionals	Prof. Suren Sista	Jan 14 - 18, 2019	80,000
Project Management	Prof. Subrata Mitra	Jan 14 - 18, 2019	80,000
Customer Service Strategy: Profiting through Value Creation, Customer Satisfaction, Loyalty, and Relationship	Prof. Prafulla Agnihotri	Jan 21 - 24, 2019	65,000
Interpersonal Effectiveness and Leadership Excellence	Prof. Chetan Joshi & Prof. B.N. Srivastava	Jan 21 - 25, 2019	85,000
Developing Leadership Potential	Prof. Leena Chatterjee & Prof. Abhishek Goel	Jan 28 - 31, 2019	70,000
Marketing Analytics	Prof. Prashant Mishra & Prof. Sumanta Basu	Jan 28 - Feb 01, 2019	85,000
Leadership Excellence: An Alternate Approach	Prof. Pragyan Rath & Prof. Apoorva Bharadwaj	Feb 04 - 07, 2019	65,000
Global Financial Markets and Macro Economy	Prof. Ashok Banerjee & Prof. Partha Ray	Feb 04 - 07, 2019	65,000
Communication and Presentation Skills	Prof. Leena Chatterjee & Prof. Vidyanand Jha	Feb 04 - 08, 2019	85,000
Strategic Analysis for Marketing Decision-Making	Prof. Prafulla Agnihotri	Feb 11 - 14, 2019	65,000
Strategy in the Digital Era: Learning to Manage and Thrive on Network Effects	Prof. Biswatosh Saha	Feb 11 - 15, 2019	1,10,000
Strategic Cost & Performance Management	Prof. Purusottam Sen & Prof. Manju Jaiswall	Feb 14 - 17, 2019	70,000
Building and Managing Brands in Digital Era	Prof. Prashant Mishra	Feb 18 - 21, 2019	70,000
Contract Management and Arbitration	Prof. R.Rajesh Babu & Prof. V.K.Unni	Feb 18 - 22, 2019	85,000
Managerial Leadership and Team Effectiveness	Prof. Leena Chatterjee & Prof. Abhishek Goel	Feb 18 - 22, 2019	85,000
Personal Growth and Team Building	Prof. Chetan Joshi & Prof. B.N. Srivastava	Feb 25 - Mar 01, 2019	85,000
Quality Analytics	Prof. Bodhibrata Nag & Prof. Saibal Chattopadhyay	Feb 25 - Mar 01, 2019	80,000
Management of Creativity and Innovation	Prof. Vidyanand Jha	Mar 04 - 08, 2019	85,000
Strategic Sourcing and Vendor Management	Prof. Peeyush Mehta	Mar 06 - 09, 2019	65,000

Programme details available at <https://iimcal.ac.in/mdp/mdp-calendar>

Programmes shall be conducted at the Management Development Centre (MDC) inside the IIM C campus. Programme fees mentioned are on Residential basis. We would strongly encourage candidates to enroll as Residential participants, as the experience of an MDP is optimized in a full-immersion mode. Still, in case a candidate wishes to apply on a Non-Residential basis, the Programme fee for such participant will be Rs. 10,000/- less than the Residential fee. Tax and surcharge (if any) will be charged as applicable.

## Chennai Chapter Organizes Interactive Session “The Fast lane to New India”



IIM Calcutta Alumni Association Chennai Chapter organized an interactive session “The Fast lane to New India” in September, 2018. The interactive session brought together the renowned personalities and distinguished speakers from Tata Steel Ltd., Aditya Birla Group, Federal Bank, PRS Legislative Research, Pepperfry.com, GREY Group India and many others. The interactive session was inaugurated by the Chief Guest, Padma Bhushan Awardee, Sangita Kalanidhi, Sudha Raghunathan in the presence of Ms. Vini Mahajan IAS, Additional Chief Secretary, Department of Housing & Urban Development, Government of Punjab, Shri. K Mahalingam, President, IIM Calcutta Alumni Association, Chennai Chapter, Shri. J Balraman, Incoming President, IIM

Calcutta Alumni Association, Chennai Chapter, Shri. Ajay Jain, Shri. R Ramaraj, Shri. Venkat Viswanathan, Gowri Thygarajan Mukherjee and many others.

The interactive session was attended by IIM Calcutta Alumni Association, Chennai, experts from various industries. Also, renowned personalities from diverse sectors shared their experiences and perspectives, in defining road map to New India.

## GuruSpeak and other activities at Kolkata Chapter



Prof Ajay Kohli would be the Guru for the next Guruspeak to be held in Kolkata at the Taj Bengal Hotel on December 1, 2018. Prof Ajay Kohli, an alumnus, is currently the Professor of Marketing at the Scheller College of Business, Georgia Tech University. He will speak on “Quest for Customer Centricity”.

Guruspeak 2017-18 – The annual event was held on March 11, 2017, at The ITC Sonar, Kolkata. Prof Arvind Rangaswamy, led a workshop titled Digital Marketing & Analytics. The Anchel Professor of Marketing Chair at The Smeal College, Penn State conducted the full day seminar covering Digital Marketing Tactics, Business Value of Analytics and Examples of High Value Marketing Analytics. The event was also held in Mumbai and was a great success.

Nostalgia, the annual event organized by IIMC students, was held on April 29th, 2018 at the Bengal Club, Kolkata. Around 60 IIMC students and around 35 IIMC alumni and spouses attended the function. A Mini Guruspeak was held at the Bengal Club on Nov 17th, 2017 under the Thought Leader Series with Prof Prasad A Naik, Professor of Marketing, Graduate School of Management at University of California Davis, who shared with the audience his postulates on 2 Sided Marketing Models.

The Chapter gave away Gold Medals and Awards to students of IIMC across all three programs: PGP, PGPEX and PGP-VLM and has continued with their scholarships to 4 of Jadavpur University students, and 2 of School of Management students of BESU (now IEST). A speaking program by Dr. S. Akbar Zaidi, an alumnus of The London School of Economics, was organized jointly with the BCCI on June 10th, 2017. The program was well attended and received wide media publicity.

## Magnus –The Achiever’s Award by Kolkata Chapter

IIMCAA Kolkata Chapter instituted ‘Magnus –The Achiever’s Award’ for outstanding achievers among the alumni of IIMC in 2014. The earlier recipients of this award were Ms. Nishi Vasudeva (PGP 12th Batch) former Chairman and Managing Director of Hindustan Petroleum Corporation Limited, T.V.Narendran (PGP 23rd Batch), who took over as the youngest Managing Director of Tata Steel India and South East Asia and Sunil Sood (PGP 19th Batch) former CEO of Vodafone India. This year we are proud to confer the Magnus Award to Bikash Chowdhury (PGP 35th Batch). Bikash is currently the CFO of the JSW group, the top steel conglomerate in India.

## BIZQUIZ 2018 by Kolkata Chapter



After a break of a few years, The Executive Committee with Ms Jayashree Mohanka taking the lead could revive BIZQUIZ which was a much sought-after event in the city’s quizzing calendar. BIZQUIZ 2018 was held in association with Calcutta Club on March 24, 2018. Exide Industries along with Tata Steel supported the event.



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Members of Alumni Cell