

THE WIMWIAN

Volume: 6 | Issue: 1 | FEBRUARY 2023



Tri-annual

REUNIONS - 11 BATCHES ON CAMPUS!

IIMA ALUMNI ASSOCIATION CHAPTER COORDINATORS

AHMEDABAD

Himal Parikh

Ahmedabad

Mobile: +91 9825030747

Email: himal@interfaceonline.in

Rajiv Sharma

Ahmedabad

Mobile: +91 9924066666

Email: rajiv.sharma@sterlinghospitals.com

BANGALORE

S Viswanathan

Golden Square Business Centre

53/A, 16th 'C' main, 4th Block,

Koramangala,

Bangalore - 560 034 India

Tel: + 91 80 4261 3000

Mobile: +91 99009 63270

Email: vish.ramanan@gmail.com

Kiran Patil

Golden Square Business Centre

53/A, 16th 'C' main, 4th Block,

Koramangala,

Bangalore - 560 034 India

Tel: + 91 80 42613000

Mobile: +91 99021 44996

Email: kiranpats@hotmail.com

BARODA/VADODARA

Mayank Mathur

Partner INOSYS,

B/2, Crystal Apartments,

Gotri Road, Vadodara- 390021

Mobile: +91 940 838 7070

Email: afp08mayank@iima.ac.in

Bhavik Khara

Mobile: +91 9898743030

Email: bhavik@seemail.in

BHOPAL

Gyanendra Kumar Bhatnagar

Chairman, Extol Group

1/3 Amaltas Parisar, Shahpura

Bhopal – 462016, Madhya Pradesh

Tel: 0755-2428675

Mobile: +91 094256 00269 / 093031 33024

Email: gyan@extolwind.com,

gyan@extolindustries.com

BHUBANESWAR

Prof M N Tripathi

Mobile: +91 9337103613

Email: mnt@xim.edu.in

Jagdish Rout

Patia,

Bhubaneswar -751024

Mobile: +91 8018193586

Email: rout.jagdish@gmail.com

CHENNAI

Shreeya Jayaraman

Email: shreeya.jayaraman@gmail.com

Mobile: +91 8939928355

B A Madhusudhan

Email: madhu@kobwebs.net

Mobile: +91 94444 44910

DELHI

Sunil Kala

C 5, Jangpura Extn, New Delhi -110014

Tel : 011-24318978

Mobile: +91 93126 06119

Email: sunilkala73@gmail.com

HYDERABAD/SECUNDERABAD

RVS Ramakrishna

Mobile: +91 9848090571

Email: rvsr56@gmail.com,

hydiima@gmail.com

Sowjanya Bonda

Mobile: +91 9550584848

Email: 7sowjanyaab@iima.ac.in

JAIPUR

O P Agarwal

Mobile: +91 94144 61888

Email : opagarwal29@hotmail.com

Dr Deepak Yaduvanshi

Mobile: +91 99509 95387

Email: drdeepak98@gmail.com,

iimjaipurchapter@gmail.com

KOLKATA

Mr Pankaj Kankaria

Mobile: 9831356769

Email: pkankaria@hotmail.com

MUMBAI

Kalpen Shukla

TransProz Translation Services

India Pvt Ltd

7/A2, Scindia Society, off M V Road

Andheri (East), Mumbai 400069

Tel: (022) 26846060

Mobile: +91 9820143447

Email: kalpenshukla@hotmail.com

Y M Ravi Shankar

Mobile: +91 845109 9957

Email: x14ravishankar@iima.ac.in,

ymravishankar@gmail.com

NAGPUR

Prakash D Shesh

Managing Partner

Creative Business Techniques

Shesh Bungalow, 153 Ramdaspath,

Nagpur 440 010

Tel. & Fax: 91-712-2425327/2436621

Mobile: +91 98230 42334

Email: creativepds@gmail.com

PUNE

Aditya Jhunjunwala

Mobile: +91 9890969261

Email: adityaj@adipa.com

Piyush Malviya

Email: p12piyushm@iima.ac.in

LONDON

Gaurav Jain.

Mobile: 078427-82673.

Email jain123@gmail.com

Ravi Topno.

Mobile: 074321-28521.

Email: ravi.topno@gmail.com

Rajiv Nair.

Mobile: 074481-78566.

Email: rajivnv@gmail.com

Arushi Chopra.

Mobile: 074055-5662.

Email: arushichopra@gmail.com

MUSCAT

Sanjeev Shriram Madavi

3B-54, Muscat Oasis Residences

P.O.BOX No.2121, Ruwi-112

Muscat-Oman, Sultanate of Oman

Tel: 00968-24582010

GSM: 00968-99898348

Work: +968 24561356 Ext. 120

Email: sanjeevmadavi@gmail.com

NEPAL

Devi Lal Sharma

Pokhara Lekhnath Metropolitan,

Ward No 8, Janapriya Multiple Campus

Mobile: 00977-9856030638

Email: dlshaema@gmail.com

SINGAPORE

Suraj Shetty

Email: iimasingapore1@gmail.com

Rahul Phondke

Email: iimasingapore1@gmail.com

Deepika Deshpande

Email: iimasingapore1@gmail.com

USA

Rajesh Makhija

17 Linvale Ln, Bridgewater, NJ 08807

Ph: 16463265448

Email: rmakhija100@gmail.com

UAE

M.P. Sharma

President, Techmart

P.O. Box No. 75188,

2403, Indigo Icon, Jumeirah Lakes Towers

Dubai, UAE

Tel: (O) + 00971 50 4593122

Fax: +971 4368 4999

Email: mps@techmartworld.com

Please address all communication to: Alumni Office, Indian Institute of Management, Vastrapur, Ahmedabad -380 015

Tel: 91 (079) 7152 4660/63 | **Fax:** 91 (079) 7152 6896, 2630 6896 | **Email:** alumni@iima.ac.in

Editorial Office: 91 (079) 7152 4664 | **Email:** wimwian-editorial@iima.ac.in

Alumni Website: alumni.iima.ac.in



EDITORIAL ASSOCIATE
Aarohi Abhishikt Chauhan

PUBLISHER
Victor Pereira

**ASSOCIATE VICE PRESIDENT-
ALUMNI AND EXTERNAL
PARTNERSHIPS**
Anurag Choudhury

**ASSISTANT GENERAL
MANAGER-ALUMNI RELATIONS**
Victor Pereira

Executive-Alumni Office
Ashmita Ayyappan

Web Assistant
Dhyanesh Vyas

Design & Layout
Dhruv Parmar

Printing
Sahitya Mudranalaya Pvt. Ltd

The WIMWIAN is a
tri-annual journal of the Indian
Institute of Management,
Ahmedabad.

Published and printed by Mr.
Victor Pereira, Indian Institute
of Management, Vastrapur,
Ahmedabad - 380015 on
behalf of the Indian Institute
of Management, Vastrapur,
Ahmedabad - 380015, printed
at Sahitya Mudranalaya Pvt. Ltd.,
City Mill Compound, Kankaria
Road, Ahmedabad - 380 022,
published from Indian Institute
of Management, Vastrapur,
Ahmedabad, Gujarat - 380015.

THE
WIMWIAN

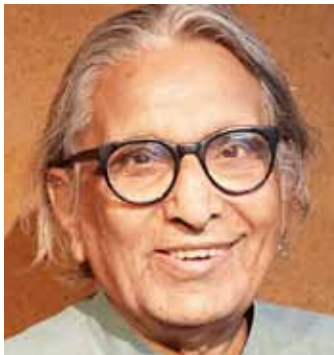
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alumni.iima.ac.in

BALKRISHNA VITHALDAS DOSHI

(AUGUST 26, 1927 - JANUARY 24, 2023)



Louis Kahn and B V Doshi at NID



Source: IIMA Archives.

With a career spanning 70 years and over 100 built projects, BV Doshi is renowned for his contributions to the architectural evolution in South Asia. His accolades include the Pritzker Architecture Prize (2018, the first Indian to receive the honour), Padma Bhushan (2020), Royal Institute of British Architects Gold Medal (2022) and Padma Vibhushan (2023, posthumously). He was instrumental in bringing Louis Kahn to Ahmedabad to design IIMA.

In an exclusive interview with IIMA Archives (recorded on 28th June, 2019), he recounted his upbringing, interactions with Le Corbusier and Louis Kahn, aspects of IIMA's campus construction and urban planning in India. (Interview can be accessed at archives.iima.ac.in/oralhistory/B-V-Doshi.html)

A detailed record on many contributions of Mr B V Doshi is available at a recently released and the first IIMA Archives monograph titled '*Not Yet 25: IIMA in Louis Kahn's Designs and Pranlal Patel's Images*' written by Prof Vijaya Sherry Chand.

RUBY REUNION (40 YEARS): CLASS OF 1982 (2-4 DEC, 2022)



By Prof. Atanu Ghosh

The 40th year Reunion [FRU] of the 82 batchmates from PGP82 batch turned out to be a spectacular show of the bonding this batch and a memorable event with lasting impression. Around 40 of them joined with their spouses and 5 of them were accompanied by their son/daughter. Broadcasting of some important events enable several batchmates and our teacher-professors watching the event online.

We were so glad that we could assemble in such a fairly large number, at the same campus after a long journey of 40 years.

Unfortunately, we have lost 11 batch mates who are no more with us and left us too early. Many professors who taught our batch at this Institute have passed away and we all very fondly remembered them. We started the inaugural session by observing one-minute silence in memory of their departed souls.

Since you met at our Silver Jubilee Reunion 16 years back, a lot has happened in our lives. Apart

from ageing and receding hairline, some of us have completed hectic corporate/professional careers, most of our children have completed their education, started their professional careers, many of them got married, many of us have become grandparents, some of us have started second innings or pursuing some hobbies or initiatives close to our heart.

Many of our batch mates have also made us continuously proud by their spectacular achievements and being recognised for their contributions. To mention about a few - receiving of the Padmashree award by S P Kothari; Piyush Gupta chosen as the Global Indian of The Year, at The Economic Times Awards for Corporate Excellence 2020; Ranjana being recognised as one of the Most Powerful Women in Banking; Amit Khare currently serving as the advisor to the Prime Minister; J S Raju, a respected Professor of Marketing at Wharton Business School, has been closely associated with ISB from its very inception; Sunny Verghese, founder and CEO of Olam international kept making headlines in Singapore and there are many more with such outstanding achievements in their own sphere of activities.

COVER STORY



This FRU gathering happened only because of keen interest among the batch mates to meet each other face-to-face and because of some **initiator catalyst like Piyush Gupta**.

This event marked the culmination of a long tiring journey of four of us in the self-nominated core group (Arun, Shashi, Piyush and self) who were supported by several people within the batch, institute alumni office and outside. **We shared the work.** Arun led the efforts for creating of Souvenir book (the Memorabilia), Shashi led the cultural events programming and extension programme of visiting a few places in Gujarat post the main event on the campus, Piyush generally pitched in and kept bringing some great ideas and your truly was trying to do overall coordination and reach out to our professors, convincing many passive batchmates to join and coordinate with the institute administration.

We expressed our heartfelt thanks for the **generous contributions of a few classmates in making 40th Reunion memorable** - V Shanmugham for the T-Shirts and shawls for our teachers and spouses; K Raghuram for the personalized Coffee Mugs; S P Kothari for hosting dinner for all at Vishala and Piyush Gupta for funding the production cost of the Memorabilia.

SP and Piyush also came forward to assure us of bridging any financial gap, between the actual expenses and the contribution collected towards common expenses from the batch mates.

Mr Victor has gone out of his way to help us in several ways to organise this event. It would have not been possible to have this memorable experience without his active support and involvement. He came up with a very creative idea of putting up a collage with Then (1980s) and Now (2022) photographs of all to welcome us to the campus.

Ralhan took the responsibility for getting customised T-shirts (including getting Reunion logo designed) and the shawls for the faculty, procured from reliable sources to ensure the best quality for us.

Shashi was actively supported by Gautham, Vikram, Nandu, Paul, Chopsy, Neeta, Rasaily, Venki and Meenu for organising the social and cultural evenings on 2nd and 3rd.

Gita Iyer for supported planting of 40 saplings. The

idea was floated by Manoj Das.

The FRU started with a New Campus tour to see the infrastructural developments that have taken place over last 16 years. Then we had gone for Ahmedabad City tour - Kankaria Lake and River Front.

There was a **REUNION EVE GETTOGETHER** for warming up through an Introduction, cake cutting, Quiz and Fun activities at LKP.



The **INAUGURAL SESSION** on 3rd December morning started with brief overview of the Reunion programme, some milestone events and achievements of PGP82s. The interesting section of this session was to listen to some of the unique, exciting and interesting career experiences and great achievements of our batchmates in diverse areas - Art/Culture, Civil Services, Social Sector, Academia, Business etc. There was a separate session (post lunch) with the current PGPs, where the entrepreneurs from our batch were invited to participate and share their journeys/experiences.

The next session started with the **release of The Memorabilia by two former directors of IIMA** - Prof Pradip Khandwalla and Prof Jahar Saha.



We welcomed our respected teacher professors, who made enormous contribution in shaping our foundation and helped building our careers. We fondly remembered their sincere efforts inside and outside the classroom and felicitated each one of them who were present there. We were fortunate to have with us Profs Indira Parikh, AH Kalro, Pradip Khandwala, TV Rao, G S Gupta, Venkat V Rao, CG Ranade, K V Ramani, Ramadhar Singh, BH Jajoo, Anil Gupta, Jahar Saha and D Pestonjee. They shared some of the interesting memories about our batch, their own experiences with the institute and left us with some food for thought.



Profs C Rangarajan and Vijay Govindarajan wished us through video recorded messages and shared very rich thoughts.



The evening was enjoyed by everyone watching a **grand cultural evening - 82ers Got Talent**. Many batchmates and their family displayed their talent by presenting songs, dance, qawwali, poems/shayari. Those who enthralled the audience with their performances are Shashi, Aparna, Gita Iyer, Dhanker and team, Gautham, Patralekha Dasgupta, Sanjay Kumar, Nandu, Hashit, Usha Bharatkumar, Suren, Vekat, Anubha, Kokila, Chopsy, Geese, Kamal, Nandini, and others.



The last day - 4th December 2022 event started with **plantation of 40 saplings** near IMDC by Prof Samir Barua and a few of our batchmates, to mark our 40th Year Reunion of the batch.

COVER STORY



We had a very interactive and **engaging session with Prof Samir Barua**, through a very interesting case discussion on a very recent much publicised issue.

We had an **Interaction with the Director**, who briefed us about the recent developments at the institute - research initiatives, ranking of IIMA, logo change and demolition of old buildings. While our batch appreciated the initiatives taken to improve on research and publications in reputed journals, we expressed strong displeasure against the logo change decision of a beautiful, well established and respected logo for no convincing reason, in line with the opinions of many alumni across batches, several former and current faculties of the institute. Many of our batchmates also suggested to retain the external façade of the existing building while these are replaced with the new ones.

Interested spouses had gone for a visit to Kasturbhai Lalbhai Museum and to Ahmedabad haat for shopping.

Post lunch, we were taken through a journey down

memory lane through a **Case discussion by Prof Abhinandan Jain**.



There was some **friendly cricket match** and practice on the cricket ground.

The event came to an end by a having a **Gala Dinner at Vishala** after some entertaining performances by local artists.

PEARL REUNION (30 YEAR): CLASS OF 1992 (5-7 DEC, 2022)



Those who were there - through the camera lens

RemiXXX, our XXX-year reunion

By Jaideep Lakshminarayanan and Sankar Krishnan

Six years had passed since the events of the Jolly Wacky Silver Reunion, and the Class of '92 was getting restive. Battles had had to be fought over WhatsApp instead of across the table, and spirited Zoom calls had proved inadequate substitutes. Thanks to our liberal use of turmeric and the regular clanking of kitchen utensils, we had finally navigated through the Covid crisis; the time was nigh to get into planning overdrive for the next in-person reunion.

The reunion's Organizing Committee (OC for short; folks tended to use more creative, if politically incorrect, expansions for it) assembled itself. Its membership was fluid – at last count, 73% of the class had at some time or the other been on the OC; periodically, someone would leave in a fit of pique, only for FOMO to kick in after a few hours, making them sheepishly rejoin. The OC decided, in its infinite wisdom, to survey all classmates and discover precisely what they wanted. Unfortunately, their zeal made them forget that at any given moment, a '92 batch WIMWIan held at least seven different and often contradictory opinions on any single topic. This trait was magnified by the enthusiastic communication our close-knit class incessantly indulged in, through eight primary and over twenty secondary WhatsApp groups, resulting in glorious discord!

Unsurprisingly, then, the survey concluded that our reunion needed to be:

1. On a weekend in early December, but right after the Christmas holidays;
2. In an internationally well-connected major city, yet on a hill station far from the madding crowd and, of course, within walking distance to the beach;
3. In an eco-friendly resort with rustic vegan simplicity, yet designed for over-the-top luxury;
4. Chock-a-block with activities and professional entertainers, including Beyonce and Ustad Amjad Ali Khan, albeit without any structured events, giving enough time for relaxed conversation and lazy poolside chats.

To square this circle, the OC finally decided on the Marie Antoinette solution that satisfied “all” of these requirements: three weekdays on campus, with delectable treats from Gopi, chai from Rambhai's, and music performed by whoever managed to get hold of the microphone. And what a blast we had!

Fifty-odd classmates, all fifty-plus and pretty odd themselves, along with some spouses and kids, travelled to celebrate RemiXXX / RelaXXX / ReduXXX and were immediately transported XXX years into the past.

We started with a gossipy fun quiz about our campus years - it turns out some of us still remember every made-up scandal, while others have even forgotten



Closer to the library than ever before



With Geet Sethi

their section! This was followed by a highly engaging conversation with sports legend Geet Sethi, discussing perspectives on happiness, success in sports, life, the universe, and everything. The launch concluded with a 10-minute montage of the best photographs from our “Books, Pics, Pets” WhatsApp group, with background music by four of our most talented singers.

In keeping with the spirit of ReduXXX, the evening dances, musical performances (“dance” and “music” here used in the broadest sense of the words), casual games, and “quiz” were set to the soundtrack of ‘90s music. Realizing that keeping the high-spirited attendees on track was akin to herding cats and that quality was

at a premium, we brought in an event management firm, a guest MC and skilled choreographers who injected some discipline, verve and quality into the proceedings. We learned that while you can’t teach an old WIMWIan new steps, watching the process is absolutely hilarious!

Most of us slept in on the morning after. However, our more energetic classmates decided to work out to shed the kilos gained during the reunion. Some went for a 5km walk; some took to the field to re-live the sporting successes of their youth (while simultaneously expressing relief at not having to play frisbee against the current students); some adventurous souls tried a high-speed cycling expedition around Ahmedabad. These laudable



On the steps

attempts were unfortunately followed by what can only be delicately described as pigging on the vast array of extremely high-calorie pseudo-Gujarati snacks right after!

Turning to serious matters, we discussed the many causes the batch has supported over the years and debated the future areas to focus on. The class can be justifiably proud of its deep-rooted “giving back” spirit, the trust we’ve reposed in each other in managing the processes, and the impact of our efforts.

We deeply cherished the nostalgic meeting with our professors over dinner on the Tower Lawns. Finally, a highlight of the reunion was a carefully curated conversation about the things that really matter, under the Chatham House Rule.

Many spontaneous activities added to the fun. Late-night bun-anda and chai sessions, catered by Rambhai, rolled back the years to when we were younger, life was simpler, and the worst eventuality was getting yesterday’s test grades.

Another after-midnight event that will long be remembered was the impromptu live screening of the

Brazil World Cup game, as the “Joga Bonito” boys took on their South Korean challengers. The game was riveting, but more so was the live “commentary” and the friendly, if chaotic, betting on increasingly irrelevant outcomes. It was as though we were again in the old TV room watching sports together. All was fun and games until right at the end when we realized that some of the faculty were sitting in the last row, no doubt re-evaluating their life choices if students like us were indeed the shining successes of their careers!

At the end of RemiXXX 2022, as people reluctantly said their goodbyes and went off with their elegantly designed mementos, we noticed a remarkable phenomenon. Where previously each of us had held the afore-mentioned seven opinions per topic, and even each of our opinions had their own opinions, now there was perfect consensus:

1. RemiXXX 2022 had been tons of fun
2. For those who missed it – un sab ki leli!
3. The OC should start work on the next reunion asap, perhaps with a survey to get everyone’s preferences

Oh well, *plus ça change!*

GOLDEN JUBILEE REUNION (50 YEARS): CLASS OF 1972

AHMEDABAD (DEC 9-11, 2022) AND UDAIPUR (DEC 12-15, 2022)



Shared by Subramanian Nilakanta, on behalf of the PGP 1972 batch

PART 1- AHMEDABAD

*Came many a batchmate from the ends of the Earth
Some lean, some of becoming girth
The ladies as enthused as we
Made our day 'para mi'
And we basked in camaraderie and mirth*

For this reunion of old friends
At our Jubilee Golden
Subbu, Anshu, Danga, Pervin, Baljee
To you we are beholden!

Advance guard and Arrivals

A stream of pals and spouses
Came in singly and two by two
Some defied the Cyclone Mandous
Just to be with me and you

Some guys checked in at Regenta
Others at the campus IMDC
Both were equally flummoxed
Meeting at a new campus, you see

On the RU WA was many a FAQ

By members who didn't read the itinerary fully
The responses were terse, no indulgent verse
'Read your case', said our Chief Subbully!

The Day:

Came morning some 40 of our '72 Class
Converged at Auditorium PPG
Spouses accompanied most of them
Without them where would we be?

We were greeted with a Welcome kit
With pics of our class and our Convocation
So nice to recognize so many of us present
In robe and hat in the procession

The din and chatter of old boys and spouses
Like school reopening day at the Gupta Hall
Thumps and hugs and beaming faces
As most recognized almost all!

Tributes

We started with a solemn tribute
To those not with us today
As friends shared memories
To remember them this day.

It was good to see their pics with family
Put together by Subbu and Co



Vignettes of lives well lived
And many a dimension we did not know

'Ponnadais' and Group photo

Our organizers who put it all together
Were then honored with a shawl
No pashmina it was, but a 'ponnadai'
With grateful thanks from all

The tea break was welcome
On the sunny lawn outside
The group photos were then taken
As some tried our prosperity to hide

Our spouses had their own take
Without us in the way
A colourful, cheerful group they made
Without them no cheer, what d'you say?

Felicitation

And then the much awaited felicitation
As the Director played his role
We may still not have our degree
But we were honoured with a Stole

He talked to us at length
Of the progress IIMA has made
Of the old campus buildings and icon
Do we call a spade a spade?

I guess we were filled with pride
For very good reason and rhyme

While a tinge of sadness did creep in
At the physical ravages of time

The campus tour

Post a convivial lunch at IMDC
Was a tour of campus old and new
As we realised the impending loss of heritage
Our sense of nostalgia only grew

The Rainbow rooms were impressive
But all said and done
To us it was our good old dorms
Where the sun had always shone

We took pictures at the Plaza
Named after Louis Kahn
And visited our deserted Dorm rooms
Between emotions torn

The Dinner and Memento

We rounded off the day
With Dinner at Regenta Antanim
There were such eclectic starters
And delicious Aamras with the ice cream!

Awaiting us in securely packed cartons
Our mementos chosen with love and care
Reunion coasters and Welcome Brochure
And the lovely Pichwai on porcelain ware

To Pervin then a big cheer



That she did so lovingly organize
A memento to preserve and cherish
As we said to some our goodbyes

PART 2- UDAIPUR HO!

*A picture they say speaks a thousand words
The 850 odd pictures shot by our enthusiastic lensman
who tailed us in Udaipur could tell us tales then to fill
several issues of the WIMWIAN..*

We boarded the bus the morning after
Bound for the erstwhile kingdom of Mewar
For parched and eager throats
A veritable "oasis" by far

Technology has eased up life for coach drivers
As the GPS leads you where you need to go
But our traffic systems have scant regard
And buses in city limits go inevitably slow

Lunch at Regenta Central was in wait
As 40 hungry souls there did appear
A welcome spread it was at Pinxx
Not to speak of that longed for glass of beer!

The Vintage and Classic Car collection

The incumbent Maharaja
Has a collection quite unique
Of Cadillacs, Rolls and what have you
Several were quite antique

Did I hear Rajasaab bidding for one

Powered by a few hundred horses
Or see Rani Syamabai on the horse carriage
Waving like young Ambani at the Bourses

For each and every couple there
Such an inviting photo op
The spirit was ever willing
To climb up the carriage and sit atop

Would it be too cold on the roof top that night at the barbeque?

Great wines and whiskies did flow that night
On the Roof top on the 9th floor
Agni Kula got fired up
And got the whole gang on the floor

Bolstered by the succulent barbeque
And the afterglow of many a peg
RU first timer young Manoj
And Ashok did more than shake a leg

And then there were the little groups
Enjoying their own sing song
The ladies did enthuse many
To join and sing along

To the Lake 'Peeche Wala' and Palaces was the plan the next morn.

Udaipur of the several lakes
Is bounded by the Aravalis
Founder Udai Singh made his capital here
To keep out Akbar's armies



Arriving at Lake Pichola
The Lake Palace a wondrous sight
So indeed, do others think
Of this popular shooting site

We saw the age old havelis
And the Royals' haunts of yore
The beautiful City palace
Honeymoon palaces and more

Amidst stories of the last 500 years
Of Octopussy we had to know
And many a celebrity and star
Who had the cash to blow

Do you know, one asked the Guide,
Where the Octopussy crocodiles went
I dare say, he said tongue in cheek
Some went to Parliament!

The boat docked at Jag mandir
A temple of a kind
For photo ops a sea of them
As all our twosomes did find

After all this was where
Many a royal couple did honeymoon
Or a modern young Lochinvar
Who many a love song there might croon

You must shoot us with the lake behind
And the lake palace therein
You may not get to stay there
But you can always so imagine

The gardens there so lovely
To the eyes indeed it was a feast
Verily it must be said

This is a Venice of the East

The Golf carts did await us at the pier
To climb to that Fatehprakash
That houses the Crystal collection
That the Raja who imported them never saw alas

Osler cut glass, Chandeliers, fans and a crystal carpet
All unpacked after a hundred years
An amazing china collection too
From Denmark they came, one hears

We could take our pictures
Only in the Durbar Hall
A venue of historical significance
With Royal Portraits on the wall

We had to see the majestic city palace
With the Emblem of the Sun
It housed the Museum
But lunch beckoned, we were done!

And Lunch indeed on the Panna Vilas deck
Pleasantly overlooked the Fatehsagar
No matter they had yet to get the rice
We had great starters; oh, for some Lager!

A time to snooze, a time to shop
Each one to his/her own and free
I heard young Manoj showed his shopping spurs
As he negotiated Falls for the saree!

Qawwalis and more

It was a laid back musical night
With the ladies in their colourful best
A mellow eve with a cocktail or two
And the singer warming up with zest

We enjoyed some popular old numbers
When Guru joined him with Abhi na Jao
Hey, hey said our guest artiste
I am not ready to go!

And then of course requests came thick and fast
Of every popular Qawwali
With which he did then oblige
To many a resounding Tali

It was Chetna, Syama, Asha et al
Who suggested great ones that day
He sang unbroken for four hours

Deserved our applause I must say

And when he sang the popular
Aye meri ZohraJabeen
Were we delighted to see on the floor
Our graceful Mani and Prof Sarin

A word before this night is done
Of the well thought out spread
Well curated, with a five spice daal
Compliments to the Chef, must be said

Haldighati and the Museum

The trip to the site of the historic battle
Lent a historic flavor
Graphic accounts of such significant moments
Were there for us to savour

Why indeed is the place so named
Is easy to now to recall
The colour of the rock we saw
Fragments of history like the Berlin wall

The valour of Maharana Pratap
Is here forever enshrined
In the Museum so selflessly built
Such dedication you will not easily find

We did see the narrow pass
Where many a soldier paid the ultimate price
And the memorial to the brave Chetak
Who is remembered for its sacrifice

We had occasion to take some pics
Of the statue when they locked horns
Maharana Pratap on his horse in elephants mask
The painting of which many a wall adorns

Cottage industry products we did find
I must try the Rose water
It will smoothen dry skin they say
Like that of your baby daughter

The Academic Session and The Arts

In a late addition to the Agenda
We assembled on the hotel's windy terrace
To listen to our 3 Profs distil their life's work
In a challenging 10 minutes race

That they did so is testimony

To their admirable vision and focus
We gleaned much from their erudition
It was a glimpse into great minds for us

For our rapt attention we were rewarded
With the local Puris, katchoris with the Tea
Between lunch and dinner wasn't this
The ultimate in holiday gluttony?

And then a time for some culture
Shilpgram's Emporium of Rural Art
The miniatures there so exquisite
That overwhelm your mind and heart

It was an evening well spent
As many added to their collection
With hangings and figurines
Now how does one pass the weight restriction

Au Revoir

Rounding off our RU then
Was a magical song and dance
By Rajasthani artistes
Whose moves lulled you into a trance

The Regenta Mewargarh's rooftop Teraso
Overlooked the Fateh Lake
The lights there twinkled brightly
Just smiling for our sake

Delectable was the cuisine
And so cosy the bonfire
The warmth of goodwill enveloped us
As the flames leapt even higher

There were other happy moments too
As we wished Mani on her birthday
We sang our various versions
For many happy returns of the day

The time then came to gather
On the steps of the hotel
A final group Photo
So you can your grandkids tell

So three cheers to the organizers then
And those behind the scene
If we didn't mention them here
Its (cos they selflessly worked unseen!

PR

CORAL REUNION (35 YEARS): CLASS OF 1987 (16-18 DEC, 2022)



The entire gang

NOT JUST ANOTHER REUNION

T. Sreeram from Pune, on 2 engaging days

Leaving covid behind, the batch met for its Coral - 35th RU (36th? The 30th happened in Dec'16) on campus. **Sunil Samuelli Varghese**, our lovable magician-turned-Mallu movie villain, kickstarted it all... and with many ayes, a Coral WhatsApp group was formed. **Eeks**, Eeks & Eeks then took over as the 3-member organising committee with help from **Chiranjeev Kohli** (now a venerable Prof), **Sanjeev Kotnala**, **Rajat Jain**, **Harshit Jain** & **Jaya**.

They came from near and far, some on 15th Dec and most on Friday 16th: 60 of us PGPs, many with spouse. **N Subbu** of course landed a day earlier and as is his wont, made his customary rounds of all faculty blocks, complained that none of the Profs are at work, before realising that faculty have moved to the New Campus.

From **Ahmedabad** came **Rambo**, late because of traffic! From **Bengaluru** the elusive **Hina** (+ Aravind, also a PGP); Spiritual **Shastri**; proud BHU-

ite **Alok Lahoti** (who gave us some fine campus photos); our Food Ayatollah-cum-bard **Dinesh Gopalan** (+ Neela); the silent-achiever **GL Pramod**. From **Chennai** our first-family **Venkatesh** + **Vinita**; the only guy who looks as young as in 1987: **Eeks** (+ Priya); sassy **Sashi**; the gentlemanly **Anand Kumar**; Bridge couple **Sunil Varghese** (+ Srihari); our Billy Bunter-turned-sadhu **Srikumar** (+ Srividya + niece). **Hyderabad** was represented by just-retired **Manikkam**; our Singham **Umesh Sharraf**; the warm **Vivek Zulu Sehgal** (+ Sulba); the couple who account for half the Bawa population in the South: **Manek Daruvala** (+Kerban); Smiling **Smeer Goel** (+Smriti); **Kolkata** by the elusive **Sanjoy Dey** resurfacing after 35 years!

Mumbai was as usual well-represented by Navratna-teli **Sumit Malhotra** (+Ravinder); space-photography whiz **Richa** (+nieceji Vandita who refused to come on the dance floor with geriatrics); the ever-beaming **Shrijeet** (+Ratna); the silent accumulator **Birdie Naganath** (+Priya); Marketer-cum doodler-par-excellence, author **Kotnala**; the suave **Giri Giri Peg** (+Laxmi); Corporate-nautanki **Sandeep Dasgupta**; the boyish **Akshay**



Women power!

Mehta; thesaurus **Vinod Menon**; ever-smiling **Harshit** (+Juhi); ever-ready with-all-facts and ever-enthu **Gauravi**; soft-speaking but tough lady **Jayashree**.

From **NCR** came the formidable **Manoj** (+Tanuja); the man who knows everybody, **N Subbu**; ever-ready-to-fight-for-a-cause **Meenakshi**; now back-in India **Shor**; dabbled-in-many-things **Ankur Appu Mittal** (+ Shalini); LNG-expert **Ravishankar**; the last of the Congressmen **Sanjay Bareja**; forever-laughing new Nani **Namrata** (+ Rajinder aka Prem Chopra); I am-not-as-serious-as-you-think **Vidhu** (+Manju); Packaged-foods expert **SP Singh**; ever-ready-to-organise-an event **Rajat** (+Mona); Part-time-prof, full-time-entrepreneur **Anchal Jain**; surprise visitor **Money-can't**. **Pune** was represented by alleged-Puneite **Shrikant Gokhale** (+Saloni) and myself **Sreeram/BFT** (+ Jayashree)

Pardesis came from **Singapore** represented by adman **Krishna**; seriously funny **Prof Seshan Ramaswami**; Development Banker **PS Srinivas**; from **USA** our fittest batchmate **Fish** + ever-smiling **Jaya**; the unassuming **Deepak Gurnani** (+Kiran); the Kishoreda of the batch **Shiva**; Greta Garbo **Champa Saigal**; now-Canada-

now USA **Hari**; watch-man **Kapil Kapoor**: from **Dubai** came Banker **Harjitu** (+ guaranteed better-half Shammi); ready-still-for-any-game or quiz, **Eli** (+ Uma); I am driving-at 140mph-as-I am-messaging **Gyanu**.

After the customary **meet and greet** where everybody was pleased that the other had put on weight and lost more hair, came the first item on the agenda: **Campus walk**. Our old dorms look forlorn - most may be demolished, except for a few to retain the old façade. The New campus has a swank sports complex with squash, indoor swimming pool, steam & sauna rooms and 3 shuttle courts: Now Varghesmon has 3 places where he could twist his knee. Campus walk was followed by a scintillating **chat with current PGPs**: Just that none of them turned up! So as is our wont, we all engaged in soliloquy and clapped for ourselves....

Post-tea followed **Second Life**: i.e. Life beyond the ordinary/ Corporate life: Presentation by batchmates and display of their books, art, photos, woodwork, etc. **Rambo** amazed us with his Woodwork, Alternate Education, Humour, books (Look up Luckfogic.com (He was always poor in his spellings) / Neotiny.in/



Shaking a wild leg

Taradiddlesmithy.com). He also suggested we see 'The Intern'; told us about the power of Griffes: Extraordinary gestures. Both suggestions ably implemented by Bill Clinton.

Kotnala showed us some of his brilliant doodles, spoke about his writing on Hindu customs, festivals in 'The Ignorant Hindu'..... and in passing, that all the weight he has lost is due to cancer! He amazed us by his continued zest for life, positivity and complete lack of self-sympathy. Hats off Kots!

Benjamin Button **Akshay Mehta** then spoke on his plans and actions to live to 120. He suggested that we eat less, make every morsel meaningful. He blogs at GrowYoung@SubStack.com. **Sunil Varghese** spoke of the power of Bridge (look up www.mastermindbridge.co), for fun as well as to save us from dementia, Alzheimers, etc. He also zapped us with a card-trick leaving us clamouring for more! **Sandeep Dasgupta** jumped on top of a table and spoke on how the world of theatre helped him in life: This man has been stage-acting for the last 15 years (in addition to his Corporate acting of 35 years)! **Richa Arora** took over to speak on her tryst with Fine Art B&W photography and zapped us with some scintillating photos of spaces.

Dinesh Gopalan, our Food Ayatollah also told us to make lunch our best meal, eat light (at night), shun processed foods like plague. **SP Singh**, with his lifetime of working in processed foods, suggested otherwise! Unable to reconcile with such conflicting advice, we



Our Songbirds sing sayonara

gorged on our multi-course dinner beyond our stomach's content.... **Hina** looked relieved that in this clash of the titans, what she peddles (Diageo booze) did not get the treatment. **Shastrigaru** told us to 'Find your gift, give it back'; to self-publish books ('Use Kindle Direct Publishing: No expense, only effort'). Jaya spoke passionately on Collaborative Philanthropy... ISDM context (Indian School of Development Management). **Books** by our batch authors were on display of: **Kotnala (4), Umesh Sharraf (2), Thosar(2), Appu (1), Sandy (1), Rambo(1), Ravishankar(1)**. Also displayed were Doodles by **Kots** & paintings by **Sandy**.

Dinner we were free to have at the IMDC or go out in dorm groups. D1 chose to go to good old Vishala. Where else would we in D2 go?

Day 2: Saturday 17 December 2022, started with



Spouses All

Ahmedabad Heritage walk for those interested. The rest of us lolled about the campus or made valiant attempts to get out of bed just in time for breakfast. Then the formal session on ***Being an Entrepreneur*** conceived by Rajat started with a Panel discussion among **N Subbu, Ankur Mittal, Sashi**, moderated by **Harshit**. The panellists shared their challenges and pleasures of being an entrepreneur. **Rajat, Namrata and Harshit** spoke on the good work being done by PadUp Ventures, Rajat's early stage Tech startups accelerator with the sole purpose of creating entrepreneurial success. **Eeks** held a fireside chat with one of our earliest stars **Fish** on his journey from the time Infy was a 1Mn USD Co; his premature on-line health venture; and his ever-grand ambitions. **Manoj Kumar** shared the story of his ValMore Action Advisory to deliver multiX growth.

Dinesh Gopalan on '**Path to retirement**' gave us some sensible tips for retired life: consolidate & simplify our assets; sell the white elephants and rent what we need; ensure joint names in assets; do our nominations; write a will; surrender our Life Insurance policies after retirement; do our debt investments in MFs as they are tax-efficient and hassle-free....

A fun-filled **Quiz** anchored by **Harshit Jain** included pages from **SM Sundaram's** college-time personal accounts, revealing some unmentionable activities. **Meenakshi**, the tireless warrior, made a strong case for alumni involvement going beyond funding to be actively

involved with the Institute. **Director Prof Errol D' Souza** shared details of the many academic developments and also the need to rebuild the old campus primarily because it has become unsafe for residents.

The ***gala dinner*** followed. Our-time Profs who were nice enough to join us for dinner: Indira Parikh, Rail Raghuram, Ravindra Dholakia, Venkat Rao, BH Jajoo eagerly chatted with us. Then followed the highpoint of the RU: ***Talent Show!*** **Gauravi and Shiva** were the star attractions, whenever they stopped singing, they started singing! **PS, Rajat, Harshit** were the surprise elements. Every Tom, Dick & **Hari** was on the floor with completely un-coordinated steps, reminding us all that even elephants must learn to dance. **Vidhu's** wonderful recitation of 'Madhushala' was a delight. The event went past 2 am and then shifted to a classroom, such was the enthu and the unwillingness to leave our early-adulthood days

And then 18th morning onwards we started trundling back home.... With promises to meet wherever soon.

But for **Eeks** and Chiranjeev Kohli (who fell sick and sadly had to skip it though in India for the event), this RU would not have been so engaging. Thanks **Vinita** for our lovely red T-shirt. **Rajat** announced that the next g2g will be organised by the NCR gang in February 2024, drawing much cheers. So, till we meet again, bye...

(21 YEARS): CLASS OF 2001 (16-18 DEC, 2022)

The 20th year reunion of the Class of 2001 (originally scheduled for December 2021) finally took place on 17th and 18th December 2022. It was a great way to end the pandemic blues and recharge ourselves with old memories. A shout-out to the IIMA Alumni Office which facilitated the logistics for our reunion!

Twenty five alumni made it to the reunion from across the world. It was a low headcount when compared to our previous reunion in 2016 which saw 70+ participants, but we made up for it with high energy and camaraderie. The smaller cohort also had its advantages because we got to interact more closely with each other. Once we arrived on campus we let our hearts dictate the agenda – an escape from the rigid schedules of our corporate life. Each one of us had a favorite memory to rekindle – from LKP to classrooms to library to dorm rooms or the old SBI bank branch. A lot has changed, but a lot remains the same. It was amazing how we took off from where we left back in 2001 and turned into the old student version of ourselves, although many of us have teenagers ourselves!

We got an immersive experience of the new campus which is now the hub of most activities, but we also ambled across to the old campus and visited our old dormitories and classrooms. The news about the upcoming reconstruction of our dorms made our visit more poignant, since this may be the last time we see the dorms in their original form. The LKP is well-lit

throughout the night, and so we could play frisbee at the LKP lawns at 1 am! The charm of the LKP lawns remains unmatched, and having late night chai and snacks in close proximity is a big plus. We missed the NR canteen which has now been replaced by an administrative office, but were pleased to see that students now have a wider variety of food outlets to choose from, including one serving home-style Gujarati food. The range of merchandise at the souvenir shop was also impressive, and we all ensured it did brisk business.

One unexpected highlight of the reunion was the post-dinner bollywood singing session that went through the night... partly thanks to some fine water (and some mixers to dilute the water) that kept everyone in good cheer. We were delighted to find that our old favorites Topaz and Tomatoes are still thriving. Prof. Handa joined us for lunch at Tomatoes and enthralled us with his photographic memory of each batch. We also had fruitful discussions with Director Errol D'Souza, and got an update from the IIMA Endowment Fund Team on our batch's currently running scholarship fund. It was also great to hear the Endowment Fund's plans to support the growth and protect the heritage of IIMA. Some of us were fortunate to watch the final match of the Football World Cup in the classrooms with the current batch of enthusiastic students. The historic win by Messi's team made it an unforgettable experience. We look forward to our special 25th year reunion in 2026, and many smaller catch-ups in the years until then!

(26 YEARS): PGP 1996 (16-18 DEC, 2022)

Shared by Piyush Doshi, on behalf of the batch

A ONE YEAR BELATED SILVER JUBILEE REUNION

Fate in the form of a pandemic cheated The Class of 96 of its official Silver Jubilee Reunion in December 2021. The consensus amongst the batch was that discretion was the better part of valour and with the rampaging omicron wave and all sorts of rapidly changing restrictions on international travel it was a call we never regretted. A few months later we decided we would try for a reunion on campus in December 2022 – suggestions of having the reunion in Goa were discussed ad nauseum and rejected. The lack of availability of rooms on campus was not a deterrent either. Our able organising committee got us a fabulous rate at the swanky new ITC Narmada located five minutes walk from WIMWI. And so on D-Day, sixty odd alums from around the world accompanied by a smaller number of spouses and children made the pilgrimage back to their alma mater for a one year delayed silver jubilee reunion (which sounds so much nicer than the bland label of a twenty sixth reunion).

The reunion itself was truly a blast from the past with all of us being swamped by waves of nostalgia from 28 years ago. The reunion WhatsApp chat was buzzing with excitement days in advance – with last minute fence sitters being persuaded to change travel plans.



The reunion kicked off with a case study on Sushi Master Jiro (do watch it on youtube / Netflix if interested) – many thanks to Prof Saral Mukherjee for indulging in us and putting up with CP which was probably as if not more arduous than a quarter of a century ago. As somebody joked, Prasanna who is our batch's resident Japan expert possibly put more CP in those ninety minutes than in his entire two years as a student.

The "old" campus was an oasis of familiarity albeit looked tired and old with the ugly blue steel barricades all over the place. The empty "condemned" dorms looked even sadder - the dark gloomy spiral staircases could well have been from a scene from Hogwarts!



The Reunion zipped by in a blur - Vishalla dinner, touristy shopping at the Campus Souvenir shop, getting to meet some of our Professors (thank you Prof AK Jain, Prof Raghuram, and Prof Rakesh Besant) who kindly spent time with us; KK Sharma who started off as the sole warrior on the dance floor but ended with getting everyone to shake a leg; fifty or more of us crowding into a single hotel room to cut birthday cakes at the stroke of midnight for Raturi and Simha, accompanied

by tempo shouts from Madu which are still echoing in our minds. But for me the abiding memory will be of the session at CR-1 where we heard so many hilarious anecdotes for the first time and learnt of new facets to so many classmates – tales of dunking, of CP gone wrong, of dysfunctional marketing groups, of fire crackers singeing a batchmate's under garments, of nimble classmates escaping through classroom windows and some getting caught! We could have easily gone



on for many more hours if lunch had not beckoned. And much thanks to the children and spouses for patiently listening to stories from the past largely about folks they don't know! And they would have left with the somewhat false impression that all we did in those two years was to party and get upto mischief. The icing on the cake was having several batchmates from around the world join in on this session on Zoom.



A minute's silence was observed for our three fallen batchmates, all gone too soon - Ashish Joshi, Suresh Menon and Partha Pratim Das (may their souls rest in peace). A sobering reminder of the vagaries of life and that none of us can or should take life for granted. I return home overwhelmed with gratitude - that we had a great time at the reunion, that we were fortunate and blessed to have had a great time together making lifetime bonds and friendships 26 years ago. And for all the "LinkedIn stuff" which happened in between.

For those of you who came, thank you - it was great to catch up. As Rahul "Agro" Agarwal summed it up so articulately - even where we were not close twenty six years ago, we are there for each other today! That is something to be really grateful for. And for those of you who couldn't make it, we really missed you all and hope to catch up sooner rather than later.

Au revoir - till we meet again. Till our Pearl Reunion (yes, that's what a thirtieth anniversary is apparently called) four years from now.

VEINTE REUNION (20 YEARS): CLASS OF 2002 (23-25 DEC, 2022)

By Sunil Rajak (PGP 2002)

Despite being hyperconnected through various online modes many of us decided to join our veinte reunion (20 years) at the IIMA campus during 23rd to 25th December 2022. Our SAC (Students Affairs Councillor), Jasneet Singh, initiated the efforts for the reunion and some 30-32 people signed up for the meet. From the institute side, Mr. Victor Pereira started coordinating. Jasneet was successful in getting us the prime slot of 23rd to 25th December. However, due to his personal issue, Jasneet requested others to take the initiative forward. At that time, Mohan Pandey and I took the baton. We then had a concall and thrashed out the initial set of activities and shared the same with Mr. Pereira and our batchmates. Thereafter, even Mohan got busy and it was on me to take things forward. A WhatsApp group was duly formed for this purpose and all started exchanging messages regarding the upcoming reunion meet. As the date came closer the excitement of meeting one another after so many years started building up. One more thing happened, a few expressed their inability to join the reunion due to some unavoidable issues. And then it almost became a domino effect. One after another started withdrawing citing reasons ranging from date mismatch to parents coming to the home and so. The most curious reason was that many others are not joining so no fun in joining myself. One after one dropped off citing one or the other reason. It proved to be a self-fulfilling prophecy.

Finally, seven of us remained in the fray. Prashant and Yolande Dwivedi along with their kids, Zoe, Ayushi, and Millie arrived first on the 22nd of December night itself. Yolande was one of the exchange students in our batch from St. Gallen University, Switzerland. Prashant and Yolande started their courtship from that time and now they are happily married and live in Hong Kong and Singapore, with three lovely kids. Rohit Seksaria and his family - wife Divya, and their kids Rida and Divit arrived next from Chennai on 23rd December evening in the campus. Vikas Gupta from Singapore and Mohan Pandey from Bangalore also arrived on 23rd December but they stayed outside the campus - Vikas at his parents' place and Mohan with his wife Smita and kids - Abhyuday and Nishreyas in a hotel. Initially, I had planned to go with my family but had to go solo as my wife fell sick. I arrived at the new campus early in the morning around six o'clock on 24th December

at IMDC (International Management Development Centre). Kiran Deshpande along with his mother - Mrs Deshpande, wife - Nita and kids - Ketaki and Deepesh arrived late in the night on 24th December and stayed at IMDC. Vineet Virmani, who is now a faculty member at the institute and teaching finance there, confirmed to join directly in a few events planned for the meet.



Our first formal programme scheduled was an interaction with the Director - Prof Errol D'souza; Ms Chhavi Mudgal - CEO, Endowment Fund; and Mr Anurag Choudhury, Associate Vice President, Alumni and External Partnerships, in SR2 of IMDC at 11 am. I could not see any of my batchmates there. Mr Victor called me and said that Director and others are at the venue and there is none from our side at the venue. I said we are joining soon. I checked with Rohit, Vikas, Prashant, and Mohan, and confirmed that they are on the way to the meeting venue and would reach within five-six minutes. As a couple of other guys were also expected but were also not in the sight so I called them but to no avail. I very sheepishly moved towards the venue SR2 and overheard someone from the institute staff side saying, "yehan to koi nahin hai" (यहां तो कोई नहीं है), as if proving my apprehension true. Then as I entered the room and I told them that all confirmed ones are on the way and joining in a few minutes, they all heaved a big relief of sigh.

Finally, Vikas, Mohan, Rohit, Prashant, Yolande, Vineet, myself, and respective families, and kids arrived in room SR2. Each one of us gave a brief introduction of ourselves to the Director and others. As usual Prashant with his mellifluous conversational charm captivated the gathering. The Director and others heartily welcomed us to the institute. All, including the Director, were surprised to see that Vineet was sitting with us alumni. Vineet then divulged that he too was a 2002 batch

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alumnus. Prof D'souza briefly told us about the current state of the institute, including the latest developments and initiatives like the creation of several excellence centres of research that were established and many others being undertaken. He also shared his insights on the current trends in management education and the challenges like attracting world-class faculty members due to compensation constraints and locational disadvantages, and falling global ranking of the institute due to limitations on student body diversity, etc. that the institute was facing. He also discussed the institute's plans for the future and the ways in which it was working to stay at the forefront of management education.



After the interaction with the Director, Ms Chhavi Mudgal, CEO of the Endowment Fund of IIMA, briefly told us about various ways in which alumni can donate to the institute. She was very thankful for our batch of 2002 that we were the first one to donate as a batch - a handsome amount of over Rs 5 crore. This has set the benchmark for other batches and started the ball rolling in the endowment efforts of IIMA.

Mr Anurag Choudhury, AVP, Alumni and External Partnerships, also informed us about various alumni-related activities like SIGs (Special Interest Groups) being initiated and conducted by the institute. He

invited us to get in touch with him and his team for any alumni-related activities.



Thereafter, we all had a high tea session. Prof Rakesh Basant, who is now retired, also joined. We chatted with Prof Basant over a wide range of subjects and reminisced about our times at the institute. Later, we had a sumptuous lunch in the IMDC mess.



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Post-lunch we went for a tour of the old campus, the campus of our times. On the way in the subway, connecting the old and new campus, we saw various photographs hung displaying various milestones of the institute. On the sides of the pathway, we found several food joints and a cafeteria filled with current students. As we exited the subway into the old campus we saw the football ground and the imposing LKP (Louis Kahn Plaza). The emotions started pouring. On the right side, we saw the students' mess - the same one as our time. We spent some time in the LKP with kids playing in the ground, clicked photos and chatted. Vikas suggested that we go into the PGP classroom and Prof Vineet happily volunteered to guide us there. He made the staff on duty open the classroom for us. It was the same classroom where section C had classes in PGP1. Like the erstwhile PGPIs, we quickly resumed our seats much to the wonder of the kids and spouses there with us. We had a hearty discussion about our times, the scary professors, and the unusual CPs we used to make.



We then visited various dorms. Found them as lively as ever even though they were empty. Kids were very curious to see those red brick rooms, enquiring whether we lived in those monastery-type rooms. Prashant and Yolande's eldest daughter enthusiastically went to his mother's dorm room. We visited Dorm 15, which has been renovated and is now being made the archives centre of the institute. We saw various photographs and descriptions taking us through different historical aspects of the institute. We also visited the VSL (Vikram Sarabhai Library), rather than the renovated VSL. Now, each floor has group study centres with cozy sofas, foot rest tables and chairs, well-maintained washrooms, and of course numerous books and periodicals. As we entered the library, we all got engrossed in flipping

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through the books and thus we got separated from one another. I kind of got lost in it and was unable to find my way out of the library for a good few minutes. Somehow, I made my way out and to my relief, I found others on the forecourt of the library. By now it was about five in the evening and most of us were tired. Rohit, Mohan, and Vikas went back to their rooms. However, Prashant, Yolande, the kids, and I, went ahead in search of Rambhai. Though we could not find Rambhai, we found another joint across the road where we had tea in earthen kulhads and bread omlette much like our PGP days. In the night some of us joined



for dinner at Tomato's.

The next morning, as scheduled, we visited the CIIE (Centre for Incubation, Innovation, and Entrepreneurship). Ms Supriya Sharma and Mr Vipul informed us about the unique role CIIE was playing in the startup world. They explained to us how they were finding gaps in the startup ecosystem and trying to fill those gaps, in addition to expanding the startup envelope through focused research. Currently, among others, they are focused on reaching out to tier II & III cities and towns for proliferating entrepreneurship. They welcome alumni to get in touch with them and get involved in their activities as mentors, investors, founders, knowledge partners, etc. Len George also joined the session via online mode. It was a very enriching session with them.

Our last formal session was with Prof Jayanth Varma. From the CIIE centre, I rushed hastily leaving others behind towards the venue so that Prof Varma do not have to wait. However, I went ahead of the venue missing the Prof. As I located the venue I found that Vikas and others were already chatting with him! Finally, we all gathered in the same room, SR2. In a role reversal, Prof Varma said today you people ask questions and I will try to give answers. We started firing question after question but Prof Varma was as sharp as ever and gave very logical and convincing answers to all our questions regarding finance, the economy, climate change, and capital markets. Following the interaction, we had a high tea session among ourselves and the families as Prof Varma had to leave since he had squeezed out some time specifically for us on a Sunday.



Many of us then visited the WIMWIAN store and purchased some merchandise. Finally, it was time for us to say goodbye to one another.

On my way back to my room, I briefly caught up with Vikas on an idea that had cropped up in discussion during our visit to the classroom the day before. He had mentioned that during our PGP days, no one felt secure, not even him, the gold medalist of our batch. As I have felt deeply that a course, similar to WAC (Written Analytical Communication), in the area of Oral Communication & Leadership be offered to the PGP students, I suggested to Vikas that we take the lead and help develop such a course. He said that we can carve out a portion of our contribution to the IIMA endowment and dedicate it to the creation of such a course which helps in developing PGP students of the institute to be well-equipped and better prepared to face the world when they graduate. We decided to deliberate more on this among our batchmates. Finally, we said good bye with a promise of “phir milenge” (फिर मिलेंगे).

TIN REUNION (10 YEARS): CLASS OF 2012 (26-28 DEC, 2022)

By **Urvashi Gupta**

REFLECTIONS ON A REUNION

Just after Christmas last year, the IIMA campus played host to the class of 2012 for our 10 year reunion. There were events and sessions scheduled across two wonderful days and attended by nearly 100 alumni and their families. Some had planned to be there, some had to cancel plans, and others bought last minute flight tickets so as to not miss out.

So much had changed on campus while other things remained the same. The heritage campus is undergoing significant and much needed upgrades but it was still sad to see the once bustling campus look quite deserted. The new campus area has expanded substantially since our graduation and food options on campus have proliferated rapidly. The upgraded sports facility is a far cry from the very basic gym from a decade ago. We are certainly envious of the new activity block with foosball, carrom boards and poker tables (we assume that is what the empty ones were for). But the impressive Louis Kahn Plaza, library, classrooms, dorms, and beautiful campus grounds remain as magnificent as ever and provided plenty of opportunity for the visitors to feel very nostalgic and maybe a little younger.

Some of the class and the professors banded together to make this a truly memorable event. It was an action-packed agenda across both days. Sessions were

meticulously planned, ranging from talks by professors and fireside chats with classmates to classroom hangs and dinners with faculty. One of the alumni had commemorative sweatshirts made at short notice for all attendees and their families. Group photos were printed on mugs and ready to be taken home as souvenirs on the second day of the event itself. A professor gifted us the most beautiful replica of LKP that we will all cherish. Experienced investors and entrepreneurs in the class led fascinating discussions around the startup and investment landscape, career growth and business challenges. We had the opportunity to interact with current students, share our insights on careers post IIMA and learn a bit more about life on campus today. We even got together for a screening of videos from T-Nite 2010, brilliantly sourced and thoroughly enjoyed. The biggest tragedy was the discovery that current batches may have no idea how intense, tortuous and yet enjoyable that was, and such an exercise in bonding with our new classmates.

The highlights for me personally were the two sessions led by Prof. Saral Mukherjee and Prof. Sunil Handa respectively. Prof. Mukherjee took us back to the case method, made us feel like students again and left us inspired to follow our dreams. It was a reminder of the incredible faculty and learning experience we were privileged to have at IIMA. Prof. Handa used anecdotes, advice and humor to similarly inspire students (yes, appropriate word here) to bet on themselves, have courage and build business despite challenges.

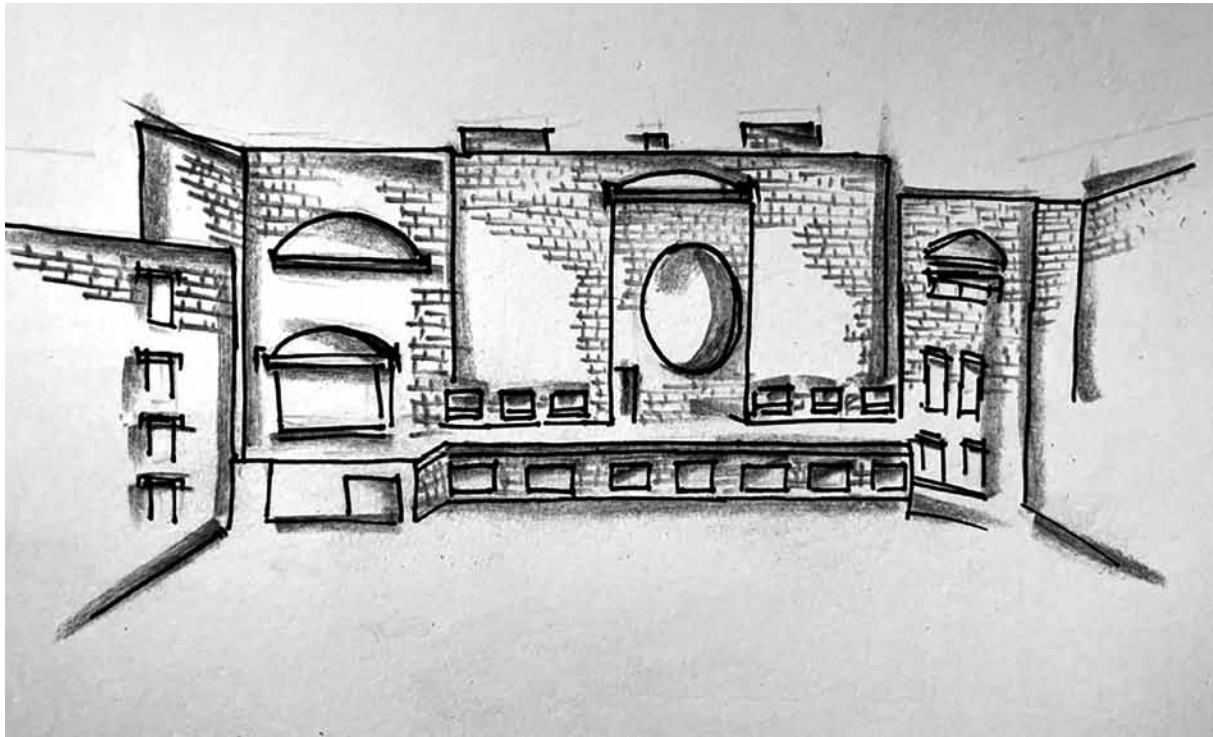


We are very grateful to them for sharing their time, knowledge and advice with us.

Most of all, it was a pleasure to reconnect with old friends, recall forgotten memories and have a lot of fun on the campus that was home for two brilliant years. Maska bun at Rambhai, midnight maggi at Nes-cafe, frisbee on the lawns and late night poker, we did it all! Thank you to the alumni who made this happen, to the professors for their time and the institute for hosting us. We can't wait to be back for our 20, 25 and 50 year reunions. Look forward to seeing the entire batch of 2012 at future events!

SILVER JUBILEE REUNION (25 YEARS): CLASS OF 1997

(30 DEC, 2022 - 01 JAN, 2023)



Louis Kahn Plaza at IIMA by P G Ganesh (PGP 1997)

By Aarti Narayan and Abhishek Malhotra

Twenty five years, we've been waiting for a chance.... as the song goes, to reunite in the place where we spent arguably "the best days of our lives". And after the ravages of the pandemic, the class of '97 was determined to celebrate with the party of a lifetime, a truly rangeela-re silver reunion!

The PGP97 WhatsApp group started buzzing in midsummer when the reunion dates were confirmed, and right at the outset, we had positive responses from 120 batch-mates. For a batch that has always been incredibly close-knit, there could have been no more auspicious beginning. After months of preparation, a hundred of the original cohort descended on campus for our silver reunion-New Year party, accompanied by an equal number of significant others and children.

Festivities kicked off with football, frisbee, cricket and kite flying on the tower lawns, our energy fuelled by

traditional snacks from the old favourite, Gopi. This was followed by a gala reunion dinner, where the one and only Bagalbhair Orchestra truly rocked us all. As did the fantastic solos and duets from several of our cohort, opening the floodgates well and truly on so many of our old memories. Incredibly, the performances were applauded even by the current PGP1/2 students, and we heard rave reviews from the faculty the next day.

On both nights, the partying continued into the wee hours as we all danced ramp-party style, our enthusiasm and sheer joy overcoming the protests from our middle-aged knee-joints. There was much laughter and groaning as many batchmates found that they were the lucky winners of some rather *interesting* awards that evening. Best of all, having Rambhai among us again pouring out his signature *chai* and making us hot Maggi and omelettes really managed to turn the wheel a full circle again. And the proof that this was a party to end all others came when even the most blasé and hard-to-please teenagers admitted to having a fabulous time in the midst of literally a hundred middle-aged

folk! Well, perhaps not that surprising since PGP'97 has always prided itself on its watchword of "we will, we will....rock you!!".

Many of us were meeting for the first time in 25 years and it was a truly nostalgic experience for everyone, especially when our batch photo was taken at the Louis Kahn Plaza. People who had never let down their guard or taken a moment to relax back in the day were finally able to let their hair down, well... the ones who had some hair left anyway! Old photos were re-created with dorm-mates while project groups were all reminiscing madly. The air was thick with "do you remember...?", "how come you didn't hear this before?" and moans of "where was I when all this was happening!".

Is it possible to get FOMO after 25 years? Answer: a resounding YES! Tidbits of forgotten joos were dredged up painstakingly and the laughter echoed around the

brick walls just as it had always done. Our *bachchas* were now connecting with each other in the same place where we had once made friends as *fachchas*! Plus ça change, plus c'est la même chose....

All too soon, it was time to head back, armed with an updated yearbook containing stunning campus photos, and a special reunion T-shirt designed by our batch-mate. We left with a treasure of photos on our phones, precious memories imprinted on our brains and the bonds of friendship renewed in our hearts.

I don't know if any of us had any inkling back in the day how much our time at IIMA would shape all of us... not just our careers but also our deepest friendships and most meaningful personal experiences. We came here seeking an education but left with so much more.

All we can say is....IIMA ka tempo high hain!

ODE TO THE CLASS OF '97



Aarti Narayan (PGP 1997)

If these venerable brick walls could speak
Of all the myriad students that did seek An
education in their hoary halls
One batch, they'd say, towers above them all.

But first, we must go far, far back
In the days when we did iPhones lack
Towards the end of the last millennium
To give the class of '97 a special requiem.

We came from every corner of the land



Women in the cohort - Batch of 1997

Eager young warriors in a merry band
Some breezed in; others were asked to wait
Finally, we all entered those brick-lined gates.

Some were nervous about what we'd find
A trifle apprehensive in our minds Hoping for not-too-nasty a vibe
At least until we'd found our tribe.

At first glance, we appeared so different
Varied accents; confident ladies and gents
Some were studious, others oh-so garrulous
Only a few remained gloriously impervious.

Some had worked a-plenty
While others weren't yet twenty
Many of us were engineers

(Their Quanti skills we'd later cheer!)

Still others were lofty economists Doctors, accountants
and even the odd chemist
Some were from SAIL, others from GAIL
Together we made a most mish-mash *bhe!*

Settling in was relatively no-frills
Though the Case-Mat load did make our spines chill
And for some the additional thrill
Of hunting for the local alcohol-swill.

Those grand brick dorms were rather stunning
To see ordinary walls, we soon were a-running
Freezing in winter, hot-as-hell in summer
Someone really messed up, what a bummer!

We were sorted into sections A, B and C
Which divided us based on personality A Sorting Hat
must have been used at least
How else did they manage this clever feat?

Section A was gossipy and rowdy
Even their Talent Night was rather bawdy
Singing and dancing to the tune of “nigodi”
All this lot ever did was party!

Section B seemed to be rather quieter
But didn’t lack its share of fighters Motorbikes,
i-schols, a ‘sexy’ T-nite dance
This lot were leaving absolutely nothing to chance!

Section C (we’d heard) was terribly loud
Their CP kings and queens did us all proud
Their watchwords were ambition, competition
And strident class participation.

Came the first real test
Each yearned to show that they were the best
But alas! what a terrible, horrible joke When that first
case turned out to be a hoax.

Once classes began in real earnest
There was no letting up, to be honest
What with MANAC, POM, WAC and Quanti
Scaring us witless was the Profs’ modus operandi.

It took us time to settle down
By then we’d had time to look around
And drink endless cups of inky chai Outside the gates
at the one-and-only Rambhai’s.

Thrice each day we went to the mess Where the usual
fare was mostly soulless
Except on Fridays – when special Harvard dinners
Were the fate of all undeserving sinners!

There were many restaurants in the city
To satisfy all tastes (not just Gujarati) Abhilasha, Mirch
Masala, Tomatoes, Gopi
Take your pick, no need to go hungry!

Our b-school had the dreary fate
To be situated in a very dry state
Not just the weather, but also the booze
Getting hold of it needed secret queues.

Now these brick walls had a long-standing tradition

To dunk passers-by with ultra-precision
With enormous buckets of ice-cold water
Provoking shouts of rage amid roars of laughter.

Of all the classes, WAC took the crown
For poorest overall grades hands-down
With a ‘C’, most were usually content
Woe betide those to whom a “Re-submit” was sent!

MANAC – we’d known nothing like it! What was credit
and what was debit? Our smart CAs certainly had a
field day While we struggled, they could all play!

QUANTI frankly might have been palatable
Maybe you disagree; it’s certainly debatable
But the Prof’s howling laughter was such an affliction
It reduced us all to a pitiful condition.

Many widgets in POM were made and sold
They ought to have fetched their price in gold
Truth be told, ‘twas a nasty sting
When we realized there actually ain’t no such thing!

MARKETING courses could not guarantee
That some wouldn’t over-estimate the market for ACs
Though some of us tried, few of us did thrive
For our bare-foot Prof loved to skin us alive!

Now the FIN prof was venerable, witty and wise
But some of his statements resulted in watering eyes
Do you remember the laughter we shared
The day he claimed to see someone’s underwear?

IIMA Profs were a tough and seasoned bunch
(Though some were ready to invite you home for
lunch)
If you asked – were they sharp and witty?
I’d say: “I don’t know, you tell me!”

Now some Profs were extremely polished
While others had a laugh that was rather ghoulish
Some doffed their shoes, others were downright scary
But one and all, *unhone hum sab ki leli!*

It wasn’t enough to attend class
Or to take the tests and try to pass
Oh no! We were graded on class participation
A ghastly form of verbal repetition.

Lest you think we were on our own
Into several groups we were thrown Motley crews all

trying to flee Everyone's motto: *kiski pehle phattee!*

As if all this wasn't enough
Surprise quizzes made our life truly rough
The sudden shouting outside our class Was enough to
make everyone panic en masse!

Finally, we all got a wonderful reprieve
That even we could scarcely believe
When we were able to dance, shout and stamp
At the first of many parties on the Stanford Ramp.

So many reports to type and print
To the computer centre we often had to sprint
Where the ancient printer went clack-clack-clack
Making us all want to run right back!

But when it all started to take a toll
All we needed was just a gentle stroll, Play football
or just wander around
The LKP and its jade-green grounds.

Our dorm rooms weren't really all that bad
Though living with the lizards often drove us mad
We usually had lots of entertainment Provided by the
visitors to D1's basement!

And how can I forget the M-A-D club? IIMA's one &
only cinematic hub Whence came moans, groans and
various noises
That were enough to scare D11's lasses!

The guys usually were quite gentlemanly
(Except for the inhabitants of LechPoint Charlie!)
If any help you ever did need
To your aid they would quickly speed.

This batch didn't lack stalwarts gallant
Nor was it short on musical talent Golden-voiced
singers, or someone playing the flute
Let's give them all a hearty salute!

Time to now speak of the women in the batch
Fewer than thirty – and mostly unattached
What these ladies lacked in quantity They certainly
did compensate in quality!

Many a romance these walls have seen Broken hearts
that have since mended been

Some found here their 'beginning, middle and end'
While others dreaded to hear.... "*let's just be friends!*"

We managed to survive that first year Bruised and
battered, but full of good cheer
We drowned our sorrows in the chai that we sipped
Even as we forged bonds of deepest friendship.

We were back next year with spines of stainless steel
Though SMDA and O&F made most of us reel
But since we'd mostly lost the ability to feel
That saved them from being such nasty ordeals!

It wasn't always all work-no play CHAOS, Combos
and a Marketing Fair Did ensure that we had a lot of
fun Before it was again time to rise with the sun.

At the end of Year 2, for jobs we did hanker
Whether consultant, corporate, marketer or banker
No Sorting Hat for us this time
The entire batch had to be fully primed.

Each of us made some memories here
In class, on the field, or with someone dear
A part of IIMA in our hearts we'll carry Even though
our lives and career-paths now vary.

Though it's decades since we rocked the campus
And are no longer around to cause a rumpus
We left part of ourselves here, one and all
So that we're not 'just another brick in the wall'.

After twenty-five years we're now back to make
merry
From Singapore, India, and even from Paris
Dubai, America and of course Hong Kong
To find one of us, you needn't journey long.

Well, we made it (almost everyone!) And as we relive
our seasons in the sun To those of us that couldn't be
here
We silently raise you a cup of good cheer.

Thank you for all the memories
We're lucky – they'd fill a whole treasury
And in the spirit of Auld Lang Syne... Damn! I still need
a permit for my wine
I need a permit for my wine

(55 YEARS): CLASS OF 1967 (13-15 JAN, 2023)

Reporting from Amitabh Thakore, Daksha Shah, and Govind Baldva

The Reunions are in the genes of the Batch of PGP 1967. The reunion bug hit us in 2007 on a common realization that let us meet more frequently, at least annually, as the tickets from heaven would be costlier! The reunion in 2007, the first in the series, took place in Ahmedabad where all 60 participants (36 alumni + 24 spouses) stayed in the newly constructed Dorm 27. The Golden Jubilee Reunion (GJR) held in 2017 at the campus was equal hit, attended by 60 (33 alumni + 27 spouses). Save the Covid induced break, we have been meeting annually hitting different corners of the country. It was Ahmedabad's turn again to host this 55 years' (trying to complete 56 years) reunion.

All of us are now nearing 80. So, it was not a wonder that till the last minute, the Ahmedabad gang was not sure of how many will really turn up even after receiving advance payment! And lo! Three couples dropped out due to health and personal

reasons. Still, we were happy that out of the batch size of 76, of which only 52 are kicking around today (alas 24 have left for the heavenly abode), 15 (+11 spouses) showed up for the three nights four days' sojourn! (Five more joined the extended reunion in Mumbai)

The Alumni Office went out of way and provided us excellent support through organizing the programs, rooms at IMDC at New Campus, granting us total freedom to roam around the campus even at odd hours and so on! It was fun!

Once you are at the Campus, the learning takes the priority. Immediately after breakfast on 13 Jan, we had our first academic session at 10:15 am in CR1... and guess what? ... discussing a very special case study depicting strategic decisions to be taken by the PGPX concerning Tega India Ltd, a company promoted and nurtured by our own class buddy Madan Mohanka.... and that too in his presence! The session was well conducted by Prof Chitra Singla and participants were excited. For us, it was an experience to sit and mentally

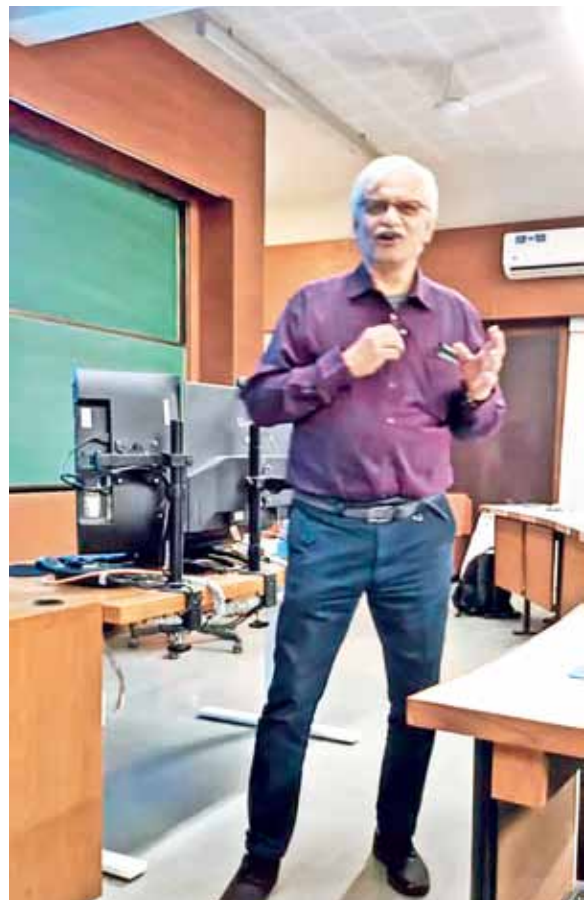


note how far things have changed over the years. Now, the faculty is informal, interacts a lot with students, and CP was meaningful. Following this, we rushed for lunch and by this time almost all had arrived!

After lunch, we gathered in our meeting place (lawns between residential Block 3 and Block 4 where we had put garden chairs and two tables for tea). With usual gupshup awaiting tea, we got ready for our next session with Prof Satish Deodhar, Professor of Economics at IIMA, on 'Ancient Economic Thought with Implications for Current Times' - a very thought provoking and interesting interaction. This was followed by an address by ever enthusiastic Ms Chhavi, who very lucidly rattled out her 14th sermon on Endowment Fund, etc., and clarified about the issues pertaining to donations by/ for our Batch by Madan and Vijay Bhargava.

We had a 75 minutes long interaction with Director, Prof Errol D'Souza, who gave us a detailed account of infrastructure related issues. It was very informative and cleared our vision about what requires to be done and why. A formal dinner evening followed, including melodious soulful songs rendered by a solo singer and musician. The Ahmedabad Chapter office bearers also graced the occasion. That was our Day One, mouthful!

The next day, 14 January, had to be undoubtedly reserved for Uttarayan (while in Ahmedabad). In the morning, we went kite flying on the terrace of the famous 'Agashiye' restaurant that is located, opposite Sidi Saiyyid ni Jali, in the The House of MG (erstwhile Parekh's Department Store). They provided kites and manja, along with relevant substantial biting for the day. Everyone tried to fly kites and it was fun as the direction of wind was favorable that day. Apart from this experience, a few of us walked down to Bhadra Fort for mataji's darshan and Teen Darwaja for street shopping. We all returned via River Front for lunch at



the Campus. Later at 3 pm, we had an unexpected volunteer, a 3TP programme participant from Orissa, who saw us as an enthusiastic group, offered to give us a sermon on 'How to find God?'. Interesting, however, we haven't given up yet! Following this, we went on a guided tour by ever helpful Victor - to the old, our own Campus. We also visited the IIMA Archives exhibit and Professors Quarters (where we used to stay, seven/ eight in each). Here, we spent some time in nostalgia, trying to recall the quarter number and the place



where we showed movies and played cricket and had our convocation. Well, that was just 55 years ago and we all felt young!

Next day, 15 January, 19 of us took early morning Vistadome train to Kevadia, for a day's visit to the Statue of Unity! What a place it is with good infrastructure and lot of sites to explore. However, we visited apart from the main statue, Arogya Van, Valley of Flowers due to paucity of time, ending with light and sound show, before returning to Ahmedabad by

the same train late at night. Two couples shunted out at Baroda to go back to Pune. The return journey had already started.

The fourth day was a bit painful, obviously, as we were packing and leaving one after the other, before and after breakfast and after lunch. Alas, all trips have to end sometime and this very memorable action packed reunion also ended. Now, we all look forward to our 60 Years, the Diamond Jubilee Reunion in 2027 at Ahmedabad and other reunions in between! Till then Sayonara! God bless IIMA!

AN INSIDER'S PERSPECTIVE OF THE CORONAVIRUS VACCINE DEVELOPMENT



Beheruz N Sethna (PGP 1973)

Unless you are an anti-vaxxer or a COVID-denier, you have probably been vaccinated against COVID, and perhaps have had booster shots as well. You know the vaccine to be safe, you know that, if you take it, your body won't get magnetized and you won't grow a third leg or arm. You also know that the risks are minimal and the benefits are considerable.

But, how do we know all that? Because we have evidence of vaccine trials. We have the results of perhaps **the largest scientific experiment of our times.**

That's a loaded word ('experiment') I used. Please forgive me if I get 'geeky' or technical for a moment while I set the stage for these vaccine tests.

Statisticians and indeed most managers know that **correlation is not the same thing as causation or proof or causality.** Two examples of correlational studies which were not experiments are shown below:

- When I was a student at Columbia University,

I helped someone do a study of violent crime in New York City. (Historical digression: This was in the early 1970s when crime was a problem in NYC; things improved significantly later on.) We took advantage of the fact that NYC (at least, the newer parts of it) was constructed along a grid of avenues that ran North-South and streets that ran East-West, thus creating city blocks that yielded convenient units to sample. We could study the prevalence of violent crime in each city block and compare it with the prevalence of crime in another one close by. We also studied several other factors about each city block and tested if the prevalence of crime could be explained by any of them. In that process, we found that the number of supermarkets in a city block was significantly correlated with the amount of crime!

Now, that doesn't make any sense. No youth with nothing better to do would suddenly get incensed with seeing multiple supermarkets and decide to hit or shoot someone. So, surely, the number of supermarkets does not cause violent crime. The reverse cannot be true either – no entrepreneur would say, "There's a lot of violent crime here; let me build a supermarket!"

So, while there was a significant correlation between the number of supermarkets in a city block and the amount of violent crime, it was silly to imply that either one would cause the other.

Correlation is not causation. (I'll leave you to puzzle out what was going on before I reveal the answer, but with the erudite audience of this magazine, I bet you figured it out immediately.)

- There are findings from other studies that indicate that the amount of violent crime (apologies for yet another example involving violent crime) is significantly correlated with sales of ice cream!

Again, it does not seem reasonable to have someone say, "Boy, that was a great-tasting ice cream cone. Let me go hit someone or do grievous bodily harm to someone."

Neither does it make sense for someone to hit someone



Ms Leisa Bower, the nurse at the centre, giving the shot to Dr Beheruz Sethna



The end of the Covid-19 vaccine trial (July 2022 - October 2022). Dr Sethna with Ms Kathy Stephens, the nurse who was the in-charge of his case

or inflict grievous bodily harm, and then feel that he needs an ice cream cone to celebrate his illegal act.

So, while there is a significant correlation between ice cream sales and the amount of violent crime, it is ridiculous to suggest that either one would cause the other.

Have you figured out what was really going on? The answer is provided below. So, if you need time to figure this out, pause here, before you read the answer.

In each example, a *third* variable was the cause of both observed phenomena. The correlation between the two variables in each case study, while statistically significant, was an accidental finding. In the first example, it was the population density of the city block that led to more crime and more supermarkets. In the second example, it was hot weather/higher temperatures that led to more crime and more ice cream sales.

All this is simply to say that, if we want to test the real effect of a vaccine, and to prove conclusively that the vaccine is effective in preventing COVID, or not having bad effects (like falling ill, or death, or growing an extra limb, or one's body getting magnetized), a correlational study like the ice cream or supermarket study will not suffice. You might see a correlation, but that is not good enough for a test of effectiveness when hundreds of thousands of lives are at stake.

So, we must abandon such correlational studies for such a purpose, and our experimental design **must** be an

experiment.

WHAT IS AN EXPERIMENT? In its simplest form, it requires an experimental group (a group that receives a 'treatment' that you wish to test the effectiveness of) and a control group (a group that does not receive that 'treatment' but rather, receives a placebo instead). It also requires matched samples - meaning, the two groups should be reasonably matched in terms of demographic or health characteristics. In our example, health is relevant because you don't want one group to be in particularly bad health or health-compromised in some way, relative to the other, because you won't be able to study the effect of the treatment if that is so.

Further, the assignment of treatments (real vaccine vs. placebo) must be random and secret, meaning they *cannot* be known to the test subject or to the nurse or even to the Principal Investigator, so as to avoid all bias.

The reason why people all over the world were able to take vaccines to prevent the coronavirus in early 2021, without several hypothesized or hyped ill effects occurring, is that an **experiment** (not just a correlation study) had already been done with tens of thousands of people.

And, the results were compelling. The results shown below ('Symptoms after second shot') refer to a sample of about 30,000 participants in the Moderna vaccine trial. The link referenced below has lots of other data as well, including 'Symptoms after first shot' and 'Severe Symptoms after second shot'.

SYMPTOMS - 14 DAYS AFTER SECOND SHOT			
	This number of people showed symptoms of Covid-19	This number of people did NOT show symptoms of Covid-19	Total number of people tested
Vaccine	11	15199	15210
Placebo	185	15025	15210
Total	196	30224	30420

Source: Table constructed from <https://www.nih.gov/news-events/news-releases/peer-reviewed-report-moderna-covid-19-vaccine-publishes>

I do not intend for this to be a statistics paper, so let me conclude this part of the account by saying simply, that the analysis of variance results was very, very significant and compelling. Of course, there were several other vaccine trials as well (such as Pfizer), and they showed excellent results as well.

NOW, LET US MOVE TO THE HUMAN SIDE OF THE STORY

We have seen how the public can be reassured of a vaccine's effectiveness and of no severe side effects (like death or growing a third leg) based on vaccine trials with tens of thousands of subjects having taken the vaccines or placebos.

But, but, but ...

From where do you **get** those tens of thousands of people to participate in these experiments? At the **start** of the vaccine trials, we do **not** have the safety track record that we had after the trials. So, people are taking their lives into their hands when they agree to participate in the vaccine trials.

So, how do you find these *bakras*, willing to participate before the test results are known? I will share my personal story here.

Digression: For several years, I have gone from my university in the US to Balgram, an orphanage school outside of Lonavala, to teach science to orphaned kids. In the US, we faculty members get paid our full salary for the academic year (August to the first week of May) and the summer is ours to do what we like. Most faculty teach in the summer for substantially extra money. I am a very popular guy in my department because, since I go to Balgram, I don't compete for summer teaching money (as a senior professor I would get a

substantial chunk of resources if I wanted). I willingly give up this increase in my bank balance in favor of the (presumably) increased Heavenly balance each time I teach at Balgram! But, in 2020 – since summer teaching decisions are made in January, before the pandemic, and Balgram went through a lockdown in April, I lost out on both.

So, I was sulking at home in the US, without either my spiritual or monetary bank balance, and then this idea came to me - I could volunteer to be a subject for the vaccine test!

At the age of 72 (and having had heart surgery), some of my family and friends thought I was nuts (not the first time that this thought has crossed their minds, and it won't be the last time either) and others called it courageous, but I decided to be part of a COVID-19 vaccine trial.

In July, I contacted Emory University (about 50 miles away) and volunteered my services. They were delighted to get an 'older' guy in their sample. I went through an online screening at Emory and we had a lot of email conversations. Many of my friends cautioned me against going through with it because it was untested at that point, but I did take the plunge and went to Emory in August. There were many, many screening questions on medical history, past surgeries, medications, etc., blood was drawn for tests, I had a nasal swab done to determine whether I was already infected, then a final screening by the PI (Principal Investigator) physician, and then I was officially accepted into the trial.

... and, 10 minutes later, I took my shot!

It was a blind trial so I didn't know if I got the placebo or real vaccine, but since I did not show any symptoms,

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I suspected that I got the placebo. This is a true random trial with randomized selection, so 50% of the sample gets the real vaccine and the other 50% gets a saline injection. I had to report to them on an app every night on about 15-20 questions about everything from pain at the injection site to serious symptoms.

As I wrote to a friend: "I am sulking a bit because I think I may be in the control group that got a saline shot, **but I'll feel better if I start feeling worse.**" I didn't.

A month later, I went again for another blood draw, nasal test, and a second vaccine shot - for which a much more severe reaction was expected. However, I did not have one, so I was now sure that I got the placebo. Then again after another month, I had to go for monitoring purposes, another blood draw and nasal test (but no more vaccine shots).

After the vaccine was approved, I was offered the

opportunity to be 'unblinded' - I don't think that this was a real word when we were at IIM half a century ago, but it is now. I did go for that option and found out that I had indeed received the placebo (no surprise there). After that, I was offered the vaccine and I took it.

I continued in the vaccine trial from July 2020 to October 2022, so that they could study longer-term effects, and several times, I drove 50 miles there and back, where they drew 'gallons' of blood (slight exaggeration) each time to study what happens in the longer term.

So, that was my small part in the quest for the vaccine! This is a classic experimental design (causal research) which was fundamental to proving causality. (Moderna: Covid vaccine shows nearly 95% protection). I was honored to be a part of what I still believe to be the largest experimental sample of our times.

The following statement about ownership and other particulars of the The WIMWIAN is published in accordance with Rule 8 of Newspapers (Central) Rules, 1956.

FORM IV

1. Place of Publication	Indian Institute of Management, Vastrapur, Ahmedabad 380 015
2. Periodicity of its publication	Tri-Annual
3. Printer's name	Sahitya Mudranalaya Pvt. Ltd.
4. Whether citizen of India	Yes
Address	City Mill Compound, Kankaria Road, Ahmedabad- 380 022.
5. Publisher's name	Victor Pereira
6. Editor's name	Saral Mukherjee
7. Names and addresses of individuals who own the newspapers and partners or shareholders holding more than one per cent of total capital	Indian Institute of Management, Vastrapur Ahmedabad 380 015

I, Victor Pereira, hereby, declare that the particulars given above are true to the best of my knowledge and belief.

Ahmedabad,
Feb 2023

Victor Pereira
Publisher, The WIMWIAN

MUNDIAL MAGIC IN QATAR

*Doha skyline*

Mukul Sharma (PGP 1995)

Mastercard used to have a popular ad campaign about comparing materialistic acquisitions with life experiences, with the former being quantifiable while the latter were deemed 'priceless'. A cute campaign, but one which doesn't resonate unless one goes through one's own priceless experience; something which I recently did when I took my just-turned-teenager son to watch a few matches at the Fifa World Cup in Qatar. Not only was it the Boys' week out, but we stayed with my childhood friend in his bachelor pad, which indeed was priceless due to the significant savings in exorbitant hotel costs, the hosts probably forgetting that the rest of the world doesn't have the same purchasing power as those with the world's largest natural gas reserves.

So what is it about the football World Cup (yes, Football and not 'soccer', a blasphemous word that

*With my son*

should be banned) that makes teens and 50-year-olds behave similarly? While the real teen had innocent excitement oozing from all pores, the 2 men weren't much different. The teen bought a ridiculously priced



Get well soon Pele

jersey; they bought the knock-off. The teen sang 'Allez Les Bleus' with full-throated passion, even making it to the second stanza; we got the first 3 words right too! The teen roared when his team scored; we made sure he sounded like Simba by drowning out his precocious voice with our lion-hearted guttural man sounds. The only time the men realized that the baton had indeed passed to the younger generation was when he used to casually name all 11 players of each team, their positions, their parent clubs, how many millions each earned and all their recent controversies courtesy Instagram Reels. We were happy remembering that Messi was from Argentina and Mbappe from France; any more mental effort would have required quaffing another Budweiser Zero, which for those who have had one would have been the equivalent of returning to Alcatraz.

Qatar had indeed laid out the red carpet for those privileged to get their Hayya card and tickets. Probably the equivalent of NCR in size and slightly smaller in population than Dharavi, this thumb-shaped land mass was bent on proving that it had arrived on the world stage. First-world airport and transport infrastructure - check; Autobahn-style highways making the Germans go green and hence exiting in the first round - check; gas-guzzling SUVs putting Americans to shame - check; artificially-cooled stadiums and enough greenhouse gas emissions that Greta Thunberg will soon start tweeting about it once she gets the country's spelling right - check. What we loved about Qatar was not only had it acquired first-world wannabe status, but it had also retained its soul as the salve of those from the Third World. Hyderabad-accented Hindi courtesy our Uber driver - check; Zabardast Urdu aur



Katara Hotel Qatar

shero-shaayari courtesy our Pakistani desert safari guide - check; South Asian cricket passion replaced for a month by Argentinian-jersey wearing Bangladeshis outnumbering the originals - check. The only thing missing - drunken fans at the stadiums courtesy the 'no alcohol' diktat; though some English fans continued to throw their Bud Zero's into the crowd whenever their team scored, in the true spirit of the game.

Most of my generation had never experienced world-class football, till we saw a short, squat man with twinkling feet, frizzy hair and God's own hands perform magic in the 1986 World Cup in Mexico. Those memories have been imprinted on the hard drive, and anything since is always compared to Maradona's magic. Pele was a name we had heard, a mystical genius from a land far away, like a Himalayan hermit who is talked about reverentially, but never seen. But Diego was alive, real in the flesh but unreal with the ball at his feet, as if the divine had, just for those few moments, entered the mortal world. While there have been many World Cups since and Ronaldo, Ronaldinho and Zidane have entered the pantheon of greats, probably the final of this World Cup was the closest to that of the epic Argentina-Germany clash of '86. Maybe such matches need the main protagonist's name to start with M; maybe it has to do with a team going up 2-0, the rivals equalizing in unbelievable fashion and then the drama unfolding with the world holding its collective breath; or maybe it has to do with those watching knowing they are seeing a piece of history being created before their eyes, something that will be passed on from generation to generation, as Mundial Magic ensures that the beautiful game lives on.

I KNOW SIGN LANGUAGE. WHAT'S YOUR SUPER POWER?



Raja Sekhar Reddy (PGP 1994) along with his friend, Shishir Gorle, both being first generation entrepreneurs, conceived and conceptualized working with the deaf and successfully created two ventures, one - a restaurant chain - with four fine-dine restaurants in Mumbai by the names of Mirchi & Mime and Madeira & Mime (Powai, Andheri & Thane), and another - a salon - Mirror & Mime (Chandivali). Together these outlets employ over 110 speech and hearing-impaired staff (deaf-mute), providing respectable, sustainable livelihoods for them. Their purpose is beyond business. They have a vision to provide sustainable and respectable livelihood to the deaf, along with providing them wages higher than their abled peers, and other facilities like medical insurance, ESOPs, etc. The duo is raising funds to open 20 more outlets of restaurants and salons, thereby providing employment to over 750 deaf-mute youth in the coming few years.

Actions speak louder than words, is a phrase everyone has heard and is familiar with. But this phrase hit me at an all new level when I entered this restaurant with a unique concept.

It was a warm and humid day. And we entered this place looking for some calm and quiet and coolness. Needless to say, we got all that we were expecting and also a big dollop of the warmth of the serving staff. We were shown to our table by the manager and were introduced to this young man named Pramod,

who is deaf, who would be taking care of us. And he introduced himself to us in sign language. And that was the beginning of an absolutely enchanting afternoon. We all were eager to learn this sign language and Pramod was doubtlessly an excellent teacher.

The whole afternoon was filled with fantastic food and some great conversations sans words. Pramod, born deaf, did his schooling from a deaf school in Mumbai. After his education, he did some odd jobs here and there and ended up as a server at Madeira & Mime.





And has been with them ever since.

Pramod was an excellent server who made us feel immensely welcome and at home. The manager explained about the restaurant, that they employ only deaf waiters, and how the ordering worked, and told us that he would be available any time there was a communication gap. But there was hardly any need for that. That is how simple and easily navigable the menu was, we could use the sign language to order the dishes or simply point to the dish on the menu. And I was quite intrigued by myself that I could communicate seamlessly with him even without knowing the ABC of sign language.

The place didn't scream but rather whispered gently that one could come here to relax, unwind and sit back and enjoy the eclectic mix of delectable food and fascinating cocktails. The ambience was amicable and pleasant but it was the servers who added copious amounts of warmth to the place. It was a delight to interact with them. The way they were going about their work with an effortless smile on their faces was heart-warming indeed. They were having a friendly banter amongst themselves and unbeknownst, we still ended up laughing along with them. The serving staff added their own personal charm and panache to the atmosphere. And it was magical, to say the least.

The back of their shirts had this saying- *I KNOW SIGN LANGUAGE. WHAT IS YOUR SUPERPOWER?* And that is pretty accurate to say that they were indeed people with superpowers, ordinary people living their lives in extraordinary ways. They were just regular people teaching us, subliminally, how to live life in a special way. And that is the kind of superpower the world needs more of.

It was a warm and humid day which ended in the most heart-warming way. And how can we not click a picture with all of those people with superpowers, right? And so we did. And our server, Pramod, asked us, in sign language, if we were going to post the picture. When we replied in an affirmative, he shared his Instagram handle with us and asked us to tag him. Well, when I did tag him, I found that he has a large following on Instagram, much much more than my account. And I wasn't surprised at all, remember those superpowers, right?

I saw that Pramod was following a page which was of a salon, Mirror & Mime, where the services were provided by SHIs. Now, I was intrigued. And after going through their page, I knew I had to visit them and see for myself how the experience would be.

I made an appointment with Mirror & Mime for the subsequent week. I was pretty excited and curious as



to what it would entail. But one thing I was sure of was that it would be an impeccable experience because I knew it was served by people with Superpowers.

On the said day, when I entered the salon, the same warmth engulfed me. The manager greeted me and explained the concept of the entire salon. The beauticians and hair stylists were SHIs and they would be the ones giving the services. I was then introduced to Sheetal, who would be giving me a facial. She welcomed me in sign language and with a beautiful smile. The manager then told me that in case there was something I wanted to communicate, there was a bell placed in the facial room and I could ring it and one of the speaking staff would come to the aid.

Trust me, there was never any need for me to ring the bell. Sheetal was extremely proficient at her job and the facial she gave me was outstanding. I walked out of the room thoroughly relaxed and feeling fresh. Now, it was time for my hair spa where Deeksha was going to be my hair expert. I was super impressed with the care, attention and dexterity with which she handled my spa treatment, the whole time with this lovely smile on her face. It sure was a wonderful experience with wonderful people. I was a satisfied customer with a perfect spa day.

One thing I noticed is that these people with superpowers, both, at the restaurant and also at the salon, they smile a lot. It was not a fake smile for the customers or patrons, but a heartfelt, genuine smile that reached their eyes, always. Every single time. They

are a happy lot, working alongside us, and making this world a bit brighter and cheerful, by just being themselves and their actions. Actions do speak louder than words, and we all know that.

As I reached home, I couldn't help but use Google to search for some statistics. To my amazement, I found that India has almost 13mn employable deaf people and a dismal 15% had formal jobs. The reasons were simple – no one to train them, no one wants to employ them, and even if employed, no one wants to include them. Not because it is difficult. Just because they don't know how. Here are two organisations that have literally created businesses around deaf people, not by just including them, but rather including speaking people into the deaf's worlds. SHIs are highly efficient because they deliver from memory and not by logic. So once well trained, there is little chance that they miss out or make mistakes unlike speaking people. My study revealed that they are best suitable for roles in hospitality, logistics, and professional services.

Only if there are more organisations like Madeira & Mime or Mirror & Mime that can realise the potential of SHIs and their skills, offering them jobs that don't need them to use the regular talking skills and still work super efficiently, and most importantly - without compromising on their productivity!

(The Author is a die-hard fan and a regular customer of Madeira & Mime restaurant and Mirror & Mime salon)

KANER RETREAT - INDIA'S FIRST DESERT BOTANICAL RESORT

Samir Bhatia (PGP 1991), www.kanerretreat.com Located at the gateway of the Thar desert, Kaner showcases the story of the resilience and courage of desert plants and the life around them. The native plants have co-existed with the people, supporting them through harsh conditions. The people celebrate the plants through their food, textiles, rituals and culture. At Kaner, you can explore life in the desert through plant based cuisine and unique experiences. The radiance of the sun and the stars are complimentary.



In the first year of the formal launch, Kaner Retreat - India's first desert botanical resort has received coverage in Conde Nast Traveller, India and has been included in the top 5 hotels by Sita India and Distant Frontiers, India's leading inbound operators.

If we look at the trajectory of Kaner, it all started with my wife Sapna and I brainstorming and researching about the concept. Sapna is a botanist and an international journalist; and I come from the background of management consultancy and setting up businesses. Sapna and I were exposed to many plant based hospitality concepts while visiting Europe. We visited the Chelsea flower show in London, Kew Gardens,

Jardin - an exhibition on botanical art that was held in the Grand Palais in Paris. We were surprised to see that Petersham nurseries, a plant nursery had a restaurant with the coveted Michelin star. We also realised that sustainability was on everyone's agenda and some people like the La Recyclerie restaurant in Paris made sustainable practices a part of their operations.

With this knowledge that we gathered by wandering around an idea started to take shape. Sapna is from Jodhpur and understands the flora and the culture of the Thar very well. I came up with the tagline of India's first desert botanical resort. We then started looking for land and after a long search, we found

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an arid land near a sacred grove known as 'Oran'. It was the perfect spot for Sapna's botanical walk. Then, we studied the houses in the village where Kaner is located. The village is surrounded by mines where the Red Balesar stone is mined and most of the people make houses that have small rooms around a courtyard. We decided to keep the same design for our villas. We wanted the rooms to feel like a walk in an art gallery. Each room was designed around a local flower. We commissioned botanical art and used

reclaimed wood for the furniture in the rooms. We created a small courtyard that is filled with scented plants. It is a great experience to sit in the courtyard and gaze at the desert sky while being surrounded by the natural scents.

We worked on the cuisines and experiences so that the guest could sample the whole spectrum of desert botany. An exclusive and intimate dinner on dunes lets guests sample sundried delicacies reflecting the

SPECIAL FEATURES



culture of preservation. The signature Kaner Thali is the story of the Thar on a plate and it is offered after the botanical walk so that guests can relate to the dishes. A Mediterranean lunch offered in an Olive grove of 6500 trees tells the story of the new Marwar which is welcoming new produce. Desert skies gave us an opportunity, and I studied Astronomy, astrology and mythology to develop a star gazing and story-telling session.

With every new concept, the struggle is to market it well so the message goes out with a clear USP. We worked on the press release and came up with our positioning message 'Kaner Retreat offers an intimate introduction to the quiet brilliance of the Thar.'

Keeping in view our positioning, we recruited locals to man all operations and trained them to deliver the traditional hospitality with efficient systems and consistency.

I have learnt a valuable lesson - focus on building product value and let people know about it and it will sell itself.

As the last year ended, we were proud with the news that our Kaner Retreat will be included in a coffee table book published internationally by Lanoo Publishers titled, Desert Escapes. Accompanied by stunning photography, this book bundles together 40 dreamy global locations in one volume and shows the most special stays the deserts have to offer.

FROM THE DOORSTEP TO THE TERRACE OF D16

REMEMBERING: FORTY YEARS LATER



Dorm 16 and 17 (Image shared by IIMA Archives)

Prof Gopalan Srinivasan (FPM 1976-80)

D16 was a uniquely situated dorm. It was the first one as you enter from the gate - actually, when we joined, there was no gate or fence. Well-groomed shrubs acted as the divider between the road and the campus. The tall majestic brick structure with a gigantic circle as its face had a rather small entrance, considering the size of the building. Upon entering, one can see spiraling steps leading all the way to the terrace. There were three floors with high ceilings. The basement had cycle/motorcycle parking by the stairwell. The two wings in the basement accommodated the bank and the dispensary.

Two of our batch mates Ravi and Rajen had their motorcycles parked there. I am not sure of the brand, perhaps Royal Enfield Bullets. Ravi used to meticulously clean it for his outing. I always wondered if some psychologists might have profiled people based on their choice of vehicles - cycle, Lambretta, Vespa, motorbike (Rajdoot, Enfield) and the like. Somehow, I could not fit Rajen in the motorbike cluster. In later years when Premchandrar came with a bike, it looked befitting. Among Faculty members, from cycle rider KRS with Nirmala on the carrier seat to pipe-smoking Subash Mehta with his left-hand drive car would cover

a total spectrum of personalities. Let me not digress.

Once you move up to the first floor, you could actually understand the feel of being inside a circle. Only on the first floor, the bottom part of the circle was nicely cemented, which provided a good place to sit and watch the vast ground in front. In later years, the first floor corridor served as the pavilion for cricket matches. Sitting on that part of the ledge, with legs dangling out, will make you feel as if you were riding the crescent part of the moon.

I have seen in the circus, a motorcycle expert driving up and down in a globe-like dome. I think the circles that encase the dorms may be an excellent place for an action packed movie to show a motorcycle fight. Rumor had it that when the new campus had been commissioned, an administrator floated that idea. Unfortunately, computer graphics technology killed that opportunity. Let me not lose focus again. But then how I could keep focus when I had decided to wander in the memory lane!

In a typical day when you walk up to the terrace, you might encounter these scenes. As you stopped on the first floor to take a breath, you might see Avinash humming "Ramayya Othavayya", a group of bridge players in

Bala's room debating the merit of Blackwood convention or AP Arora discussing with anyone he could get hold of, the concept of marketing God. Moving up a floor, you might find a serious-looking Sekhar from the first floor, adjusting his spectacles and drawing imaginary lines before executing his marvelous opening shot on the carom board that could clear eight or nine coins in a shot. On the third floor, you might see enthusiastic Mahendra from the first floor looking for a company to go to a movie, asking Ramu chacha "Movie chalega?" Ramesh, who used to be continuously processing the shipping corporation scheduling problem in his mind, would say "Jaana hai tho chalo, kal jayenge." One could observe Mahindra's dilemma as to whether he should get disappointed or excited with the response.

Once past the wayside distractions, you get to the terrace. The terrace was part and parcel of our life in D16. The view of PRL, ATIRA campus and Gujarat University from the terrace was magnificent. One could see vast undeveloped land and in the far distance the drive-in theatre that we used to visit. (We used to cut across the field and walk to the theatre. Walking to a drive-in may seem to be an oxymoron though!)

The terrace was our place where we congregated for birthday parties. We had a good custom that the birthday person bought the cake and/or ice cream and invited all. There were farewell parties on the terrace. The memorable one was for Otto Brutto Sunario from Indonesia, who was with us for two years. Otto was a senior professor in an agricultural university and was sent by his government. CMA had some projects in Indonesia and that was the connection. Otto moving with his pocket dictionary would communicate simply by his laughter. He was fascinated by Madhubala, the actress of yesteryears. Whether he understood or not, he used to frequent movie theatres. One day I saw him coming back from the city in an auto. He told me he was coming back after seeing the movie 'Khaandaan'. I did not know the meaning of the word at that time. I asked him what the meaning was. With his useful laughter and hand gestures in his accent, he told 'Noothan'. For a while, I thought 'Khaandaan' meant new. Later, I learned that he was mentioning just the name of the actress 'Nutan'. Otto was well-loved by all of us and he reciprocated. Some of the faculty members - Gaikwad, Srinivas Rao and others attended the farewell at the terrace. They had a first-hand understanding of D16 comradery.

Another important aspect of the terrace was that it provided great relief during summer nights. During the peak summer days, the rooms would be so hot that it was impossible to sleep even with the fan on. The good thing about the summer days was the late evening breeze. That meant the terrace was an attractive place to sleep. We used to lug our mattresses and sheets out to sleep on the open terrace gazing at the stars and the moon. However, we would be woken up very early by the sun at which point the rooms might have become a little cooler. We would lug our mattresses back to continue our sleep in our rooms. That was the time I was the envy of the crowd because I was on the third floor, quite closest to the terrace.

Of course, the terrace served as our Yoga Mandap. A few of us attended the yoga class of some Swamiji who visited the campus. It was in Room 320, the Table Tennis room. I had visited that room once before when I had watched Rajen play TT. He used to surprise the opponent with a beautiful slice and smashing the return with a big stomp of one foot. It sounded like the beat of a bharatanatyam dancer. Anyway, back to yoga. After the week-long program, some of us thought we could continue doing it ourselves and the terrace was the best place for it. But we did not have a leader and motivator. Then came Mr Bashyam, FDC participant. He was a Senior Manager at BHEL, Delhi. He was in his fifties. He used to wake us up one by one at 5.30 in the morning, gather us all up to conduct the routines. On the nights that we had wild parties, we would put a note on the door for Mr Bashyam to not wake us up.

Another fabulous memory of the terrace was on the arrival of monsoon. On the first day of monsoon, one could see Avinash, Suresh and Mahendra get excited to get drenched in the first monsoon shower. It must be Bombay or Marathi culture, I guess. I used to join them. Well, I was closer to the terrace anyway. Probably, the first shower might have had medicinal effects those days. When I came to Canada, they were talking about acid rain. The Sulphur dioxide emission by industries made the rain acidic and they advised not to get exposed. I am not sure whether the current D16ers go up the terrace to get the first monsoon drench. If they happen to, they will perhaps read this because I am saving this in the cloud!

P.S. It pains to know that there will not be new D16ers.

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8	Public Private Partnership in Airport Development - Governance and Risk Management Implications from Cochin International Airport Ltd G. Raghuram and Biju Varkkey	3	11	38	298	20	70	179	1,698
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8	Gold is Old: Noble Metal in Indian Economy through Ages Satish Y. Deodhar	3	5	10	31	3	8	24	40
12	Risk information - normal markets and the COVID-19 pandemic period Pranjal Srivastava and Joshy Jacob	2	13	13	13	2	10	11	11

TOP 25 WORKING PAPERS

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12	Recommendations of the Task Force on Revival of the Co-operative Credit Structure: Implementation Issues Mankal Sriram	2	5	19	205	32	90	353	2,989
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12	Betting Against Beta in the Indian Market Sobhesh Kumar Agarwalla, Joshy Jacob, Jayanth Varma and Ellapulli Vasudevan	2	5	10	93	2	10	29	254
12	Using Transaction Utility Approach for Retail Format Decision Piyush Kumar Sinha	2	4	15	181	17	83	376	2,281
12	Contrasting Models of Incubation for Enterprise Creation: Exploring Lessons for Efficacy and Sustainability from Higher Education Institutions in India and the United Kingdom Rakesh Basant and Sarah Cooper	2	2	5	35	4	4	7	46
12	Between Aastha and Zee: Mystery of the Missing Market for a Weather Channel Satish Y. Deodhar and Chayasmita Deka	2	3	4	19	2	3	6	92
12	Climate Change in Madhya Pradesh: Indicators, Impacts and Adaptation Vimal Mishra, Reepal Shah and Amit Garg	2	11	26	176	21	55	220	1,242
12	Role of culture in celebrity endorsement: Brand endorsement by celebrities in Indian context Abhishek and Arvind Sahay	2	5	10	60	3	11	29	357
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12	Education and Employment among Muslims in India: An Analysis of Patterns and Trends Rakesh Basant	2	3	5	180	3	12	49	809

Statistics updated 2023-17-02

SEEMA GUPTA (SMP 04) INDIA TODAY'S CHAIRMAN AWARD OF EXCELLENCE

As an Executive Editor for Digital Input wing of India Today Network, Seema heads, spearheading the Digital transformation wing of 24x7 News turbine that goes along with the 'DigitalFirst' strategy of the group news channels, websites, YouTube channel, Social Media platforms.

She shares, "A journey started as a Journalist, well grown and enriched with management values post IIMA's Senior Executive Management programme. This is definitely a moment to look back at my career of over two decade in News Business. Digital content strategy and use of Data and AI is the key now to grow further in news management and multimedia business. This accolade is the reflection of the positive outlook of



IIMA, an organisation that believes in transformation through appreciation."

AN ODE TO A MODERATELY SUCCESSFUL MAN

Rejoy Kurup (PGP 2006, Dorm 09)

They do not interview him on television
He has never given any TED speech.
No conferences where he wins awards
No leadership lessons does he teach.

There are no investors behind his back
No startup founders waiting for his call.
He is just a moderately successful man
He might be big fish, but his pond small.

I honestly do not believe the story
But there are some folks who say.
That he too was destined for greatness
They thought he'd make it big someday.

But hey, please don't get me wrong
He is pretty good at what he does.
Pays his bills on time and the taxes too
Away from limelight, far from the buzz.

He lives life on his own terms, of course
Though some say he has missed the bus.
He protests he has different priorities now
And doesn't understand what's the fuss.

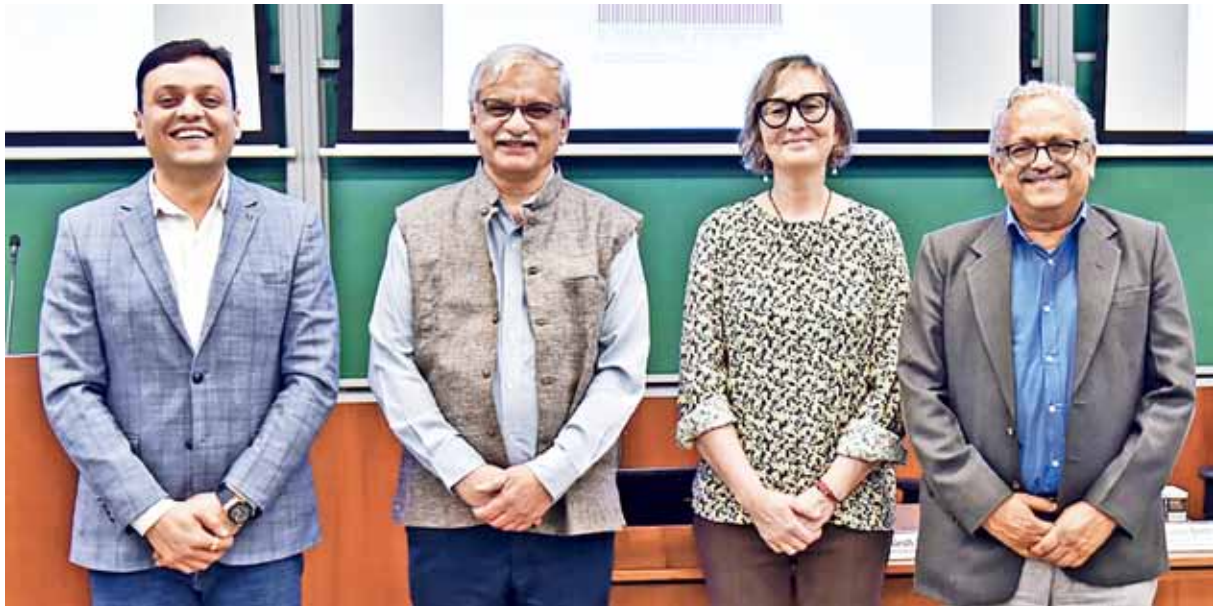
There are days when he remembers



How he once had it all figured out.
But now with more experience, he knows
Only fools are sure, the rest always doubt.

So next time you meet him, keep in mind
That our life has its own grand plan.
Don't believe the news, for the world is run
By the moderately successful man...

5TH EDITION OF IIMA-SRK LECTURE SERIES



IIMA in association with the SRK Knowledge Foundation, Surat organizes an IIMA-SRK Annual Lecture Series on campus. The fifth lecture in the series was organised after a three-year hiatus on January 09,

2023, wherein Prof Marianne Bertrand delivered a talk on 'Gender, Stereotypes, and Inequality'. Prof Bertrand is the Chris P Dialynas Distinguished Service Professor of Economics at the University of Chicago, USA.

MGNF PROGRAMME ORGANIZED A LIVELIHOOD EXHIBITION



As a part of Mahatma Gandhi National Fellowship (MGNF) Programme, the fellows of MGNF organized a livelihood exhibition on

the IIMA Campus on January 13, 2023. The exhibition showcased district-specific products, which are central to the livelihoods of many communities.

CHAOS 2023 - BACK AFTER TWO YEARS, WITH MANY FIRSTS



Chaos is known to wholeheartedly present the spirit of IIMA. This year, it was organised during 26-29 Jan, 2023, bringing the old vibe back to the campus after two long years following the pandemic and constraints.

For the first time in 27 years, the coordinator of the event was Shwetal Patel, the first female to take the lead of the event. Also, cultural event was held at the New Campus instead of the Heritage Campus as earlier times.

Considering the gap of two years, the 214-member team had to organise the event, starting from scratch, including getting 25 sponsors onboard, barring one, all the other 24 being new.

The main evening attractions included live performances by singer Asees Kaur; DJ Ravator & DJ Kevu; and actor Farhan Akhtar. Apart from the happening pro-nites, workshops, competitions, the speaker sessions included film critic Rajeev Masand, cinematographer Sunny Joseph, diamond baron Govind Dholakia, actress Ratna Pathak Shah and rapper Srushti Tawade.



SPECIAL CONVOCATION FOR ePGP AND ePGD-ABA



eMode Post Graduate Programme in Management (ePGP)



ePost Graduate Diploma in Advanced Business Analytics (ePGD-ABA) (2)

The Institute celebrated an on-campus and in-person convocation ceremony for the students of its e-Mode Post Graduate Programme in Management (ePGP) and e-Post Graduate Diploma in Advanced Business Analytics (ePGD-ABA) on December 10, 2022. The event was presided over by Mr Pankaj R Patel, Chairman of the IIMA Board of Governors. He was joined by Professor Errol D'Souza, Director, members of the Board of Governors, Deans, Programme Chairs and other faculty members, staff, alumni, graduating students and their families at the ceremony.

A total of 105 students - 63 from ePGP and 42 from the ePGD-ABA programmes completed the Master of Management Studies and Post Graduate Diploma in

Advanced Business Analytics, respectively. The award of degrees was read out by Professor Sanjay Verma, Chairperson (ePGP) and Professor Sachin Jayaswal, Chairperson (ePGD-ABA).

Speaking before the convocation, Professor Pradyumana Khokle, Dean (Programmes), IIMA said, "We started having Special Convocations from January 2022 to highlight the importance of new generation of e-programs at IIMA that are meant for practicing executives. Even as they combine the strengths of online and offline delivery with most of the delivery being online, they maintain the academic rigour required for a Degree/PG Diploma from IIMA. I would like to congratulate all those who have successfully completed their programmes and wish them well for their future."

IIMA AND PwC INDIA ESTABLISH PwC ESG RESEARCH AND INNOVATION FORUM AT IIMA

IIMA in collaboration with PwC India, announced the establishment of the 'PwC ESG Research and Innovation Forum' on December 19, 2022. This ESG Forum has been set up for an initial period of five years, facilitated by the efforts of IIMA Endowment Fund (IIMA EF).

PwC ESG Forum at IIMA is envisaged to be an avenue for knowledge sharing and exchange among the ESG stakeholders; driven by a marquee event or series of events that the Forum will host at IIMA. This initiative comes as a step towards contributing to India's commitment to the net zero agenda and upcoming BRSR regulations by widening and deepening the sustainability impact in the Indian industry.

Emphasizing the need for more ESG-focused collaborations and conversations, Professor Errol D'Souza, Director, IIMA said, "ESG has become a mainstay in every boardroom discussion and is being looked at as a quality standard that determines capital allocation, investor valuation, capacity building and the overall sustainability quotient of the company. Although ESG incorporation in India is in a nascent stage, the room for growth is tremendous. This scenario makes the need for a forum – a common platform for stakeholders across the spectrum – compelling. We are happy to partner with PwC to launch this Forum and are confident that it will provide the much-needed action space for academia, industry, think tanks and policymakers to come together, deliberate on best practices and devise a roadmap that is aligned with ESG goals, globally."

Sanjeev Krishan, Chairperson, PwC in India said, "ESG is gaining prominence in terms of the Government's agenda be it achieving the Net Zero target by 2070, the NDC commitments for 2030, the extended product responsibility regulations and SEBI's BRSR regulations around reporting and disclosures. Achieving this requires a platform approach that brings together relevant stakeholders to ideate, align initiatives and develop roadmaps for achieving interlinked goals. Moving beyond strategy and expediting actions will be key to making an impact. We are proud to join hands with IIMA to provide a forum to foster meaningful



conversations, empower stakeholders with adequate research, enable thought leadership to build alliance ecosystems, and raise resources to plan and execute ESG-led transformation. We believe partnerships of this nature will play a significant role in bolstering the nation's ESG agenda and help in meeting the climate goals."

On facilitating the setting up of the ESG Forum at IIMA, Ms Chhavi Moodgal, CEO, IIMA EF said, "IIMA Endowment Fund focuses on continuously identifying opportunities in which IIMA wants to build academic and research capabilities - particularly topical themes like sustainability which will be relevant from a public policy and industry perspective over many years. Accordingly, we have also been instrumental in identifying corporate collaborations for the Institute. We are pleased to announce another concrete step towards shaping the ESG ecosystem in India through the PwC ESG Forum. This Forum will be an important platform to support dialogue and dissemination of cutting-edge research to improve ESG performance of Indian organizations and enterprises. We hope that the industry-academia collaborative effort of this Forum will help in spreading the word on ESG themes and research globally."

The MoU signing was followed by a lively interaction where students got a chance to engage with Mr Sanjeev Krishan, discussing on mainstreaming of ESG frameworks and reporting, ESG opportunities for Indian corporates and the role of private businesses in ESG adoption in India.

PROF AMIT NANDKEOLYAR JOINS ORGANIZATIONAL BEHAVIOUR AREA

Prof Amit Nandkeolyar has joined the Institute on Feb 2, 2022 as Clinical Faculty in the Organizational Behaviour area.

Prof. Nandkeolyar was associated with the Institute as Associate Professor in the Organizational Behaviour area from 2018-2023. He has also worked as Assistant Professor at the Indian School of Business, Mohali and Hyderabad campuses.

He has received his doctoral degree in

Organizational Behaviour and Human Resources from the University of Iowa, USA, in 2008. He earned his MBA in Strategic Management from the Nanyang Technological University, Singapore.

His research interests include Personality and Individual Differences, Multilevel Modeling, Abusive Supervision and Cross-Cultural Negotiations.

He can be contacted at amitn@iima.ac.in.



INDIA'S FIRST LEGAL TECH REPORT LAUNCHED BY CIIE

CII.CO released the first of its kind report on legal tech in India in December of 2022. The report, 'Beyond the Bench: Promise of Indian Legal Tech Startups', presents a holistic view of the Indian legal tech startup ecosystem. India has the second highest number (650+) of legal tech startups in the world. Legal tech is 'technologies that enable and improve access and usage of legal services, including access to justice as well as development and delivery of these solutions by legal service providers'.

In India, legal tech startups are primarily building for three customer groups - citizens, legal service providers and judiciary. While the landscape includes a variety of products, the report suggests four key product categories - legal service delivery, process efficiency, access to legal recourse and do-it-yourself (DIY) tools. The report captures these product categories in detail and discusses the promise of prominent digital technologies and tech enabled solutions.

The report also underscores how legal tech could be a promising sector for investors, particularly highlighting the rising growth stage funding across the world. In 2021, over USD 1 billion was invested in legal tech startups globally - the highest investment in any year. In India, about 32 startups have raised over \$57 million in funding since 2013. The report also brings attention to some crucial systemic gaps which, if filled, stand to



catalyse the legal tech market in India.

The opening up of a large domestic legal services market (~\$1.3 billion) to tech interventions, increasing investments and acquisitions of startups, and validation of new technology led models like Online Dispute Resolution (ODR) are making the sector buoyant. While Artificial Intelligence is believed to hold promise for many legal tech models, vernacular documentation currently poses a significant challenge. The report suggests that startups building ODR, succession management, litigation finance, court management, due diligence management and legal transcription and translation would constitute the future growth in legal tech in India and the world.

PROF BHARAT BHASKER APPOINTED AS IIMA DIRECTOR TO ASSUME THE POSITION WITH EFFECT FROM MARCH 01, 2023

The Board of Governors, Indian Institute of Management - Ahmedabad (IIMA), on Jan 23, 2023, announced the appointment of Professor Bharat Bhasker as the Director of IIMA for a period of five years with effect from March 01, 2023. Prof Bhasker, currently holds the position of Professor of Information Technology and Systems at IIM Lucknow and will assume the position with effect from March 01, 2023. In the interim, the Board of Governors has appointed Prof Arindam Banerjee as the Director-In-Charge for the period Feb 01, 2023 to Feb 28, 2023.

Making the announcement, Mr. Pankaj R Patel, Chairperson, IIMA Board of Governors, said, "The Indian Institute of Ahmedabad (IIMA) is renowned for its rich legacy as a premier global management institution, which has been shaped by the leadership and wisdom of all its directors since inception, including Professor Errol D'Souza. I would like to thank him for his outstanding contributions to the Institute and its people during his tenure. I would like to congratulate and welcome Professor Bharat Bhasker as the new Director of IIMA. As a successful leader and a Professor of technology with experience of working in India and across the globe, I am confident that he will carry forward the legacy and lead the institute to newer horizons in today's digital, globalised world."

The IIMA Board of Governors followed a rigorous and comprehensive process of selection for the Director's position. As the first step, a committee was set up by the IIMA Board of Governors, that shortlisted 13 candidates for the position. All the IIMA faculty members who had applied for the position were interviewed, along with the external applicants. The selection committee had a detailed consultation with IIMA faculty members and other relevant stakeholders to arrive at the final recommendation. Based on these recommendations, the Board of Governors announced the appointment of Prof Bharat Bhasker as the next Director for the institute, during a meeting held today at the IIMA campus

Professor Bhasker is an experienced Information Technology leader with almost three decades of experience in industry, research, teaching, and consulting in India and globally. Until recently, he has



served a five-year term as the Director of IIM Raipur from March 2017 to March 2022. Before joining IIM Raipur, he has been associated with IIM Lucknow for over two decades having served in various capacities including being the acting Director of IIM Lucknow for a period of five months during July and November 2015. He has also served as the Dean Planning & Development at IIM Sirmour from 2003 to 2005.

He has been a Visiting Professor at ESSEC Business School, Paris, France and University of Texas, Dallas, USA. He was a Distinguished Professor at Chung-Ang University, Seoul, Korea, was a Research Professor at University of California, Riverside, USA and Adjunct Faculty at Information Systems, Univ. of Maryland, College Park

Prof Bhasker brings a rich industry experience in addition to his academic tenure. He has held senior positions with multiple organizations globally including the Goddard Space Flight Center, NASA, SYBASE Inc, MDL Information Systems amongst others. His areas of interest include IT Strategy, Digital Transformation, Electronic Commerce, Business Process Re-engineering, Business Analytics, Optimization, and Data Analysis. A B.Tech. graduate from IIT Roorkee, Prof Bhasker obtained his M.S. and Ph.D. from Virginia Polytechnic Institute and State University, USA.

<Information sourced from the official announcement to the IIMA community>

XPRESSIONS '23 - THE ANNUAL PGPX ALUMNI MEET

More Than Just Another Event - Reuniting Alums, Celebrating Successes, Embracing Failures



The Alumni Committee of PGPX 2023, organised the annual PGPX Alumni Reunion, Xpressions '23, on 21st and 22nd of January, after a hiatus of almost 3 years. Apart from bringing the alumni of the last 16 PGPX batches together on the campus, the event truly represented re-connecting and celebrating the missed joys of X14 and X15 together. During the two-day event at IIMA, alumni re-lived their college

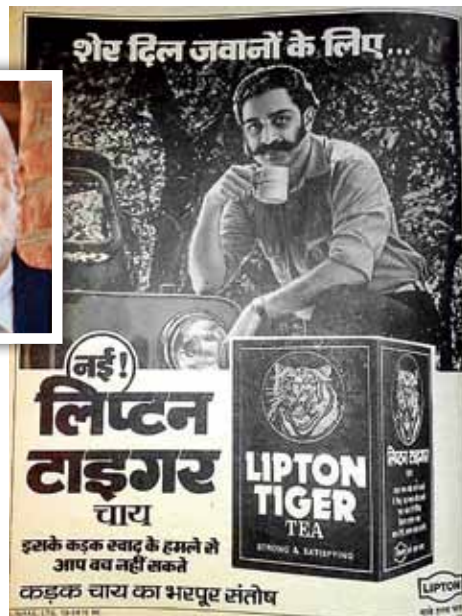
life. Several prominent personalities spoke about various topics, such as the Future of Mobility, Women in Leadership roles, PE/VC space in India, and challenges in building startups. The students steered the panel discussions, and professors held master classes and heritage walk. The current students, T-nite winners, performed various comedy, dance, and music shows, making the event more memorable for the alums.



ATUL TANDAN (1948 - 2015)

By Priya Tandan (PGP 1971) sharing a 'remembrance' of Atul Tandan (PGP 1971). "Atul was my husband and batchmate. I wrote this for 'Golden Jharoka', produced by my batch in 2021 for our Golden Jubilee."

Atul always seemed larger than life and marched to the beat of his own drum. He worked, or rather super-achieved, in Marketing and as Director/CEO in 6 companies. Notable were Unilever, where he learned his trade and JLMorrison and MICA, where he was probably happiest because he had the autonomy to execute some of his most dynamic strategies. He taught simultaneously in 7-8 business schools - KC College, Bombay, SMU Dallas, Angers, France among others. He also enjoyed moonlighting on celluloid - Lipton Tiger TVC, StanChart Bank TVC, the TV serial 'Khandaan' with Tanuja, and a bit part in MM Kaye's Far Pavilions tele-serial (between takes, he played bridge on the sets with Omar Sharif, Christopher Lee and John Gielgud)! He had his first heart attack at age 39. Atul then gave up smoking and exercised religiously, buying himself another 28 years. His second heart attack at 67, took him away from us. All in all, a valiant innings, well played, I would say."



RAMESH K ANAND (20 APR 1946 - 26 DEC 2022)

By PK Kishen Pejathaya (PGP 1971), on behalf of the batch

We are sad to announce the passing of our dear 1971 batchmate, Ramesh Kumar Anand, due to cancer.

At IIMA, he specialized in Marketing and OB. He joined IIMA as Research Associate and got married to Neelu in 1972.

In the following years, he taught marketing at XLRI, joining TCS to head their OD group and their management consultancy wing later. He also worked in Wockhardt, EIH Ltd. and Samtel as HRD Head. Finally, he set up his consultancy in Organization Development and Change Management based out of Delhi.



He was also a TV anchor, additionally interested in theatre and rotary. During his tenure at IIMA, he was part of the play titled 'Black Comedy' which was staged in Paldi. In another play titled 'Chinnaswamy', which was written and directed by me and staged on campus, he acted as an army captain.

He is blessed with 2 children, Akshay and Roshini, both economics graduates and MBAs working in DBS - Dubai and Singapore. Akshay married Delna and has 2 teenaged sons; while Roshini married Rishi and has twins.

He was a good sport with a good sense of humour and always ready for a laugh.

WE MISS YOU



ARUN POPLY (21 JULY 1886 - 16 FEB 2023)



Arun Poply, IIMA PGP batch of 2009, left us for his heavenly abode on February 16, 2023 due to an unsolvable medical condition.

He was joyous and full of energy and positivity, lifting everyone around him with his infectious smile and sense of humor. His friendly banter was not limited to his friends and batchmates - he did not even spare the professors with his witty remarks.

He accomplished a lot in his short time with us and was a source of inspiration to many.

A prayer service was held on February 19 in Delhi amongst family and friends in the honor of Arun.

While he left us too soon, his memories will stay with us forever and he will continue to be a source of inspiration.

REMEMBERING SWAPNIL LIMJE

From the Class Of 2001

In May 2021 - at the peak of the pandemic - we received the terrible news that we lost our beloved batchmate Swapnil Limje (Chummi). Swapnil was a fitness-freak and encouraged all his friends to pay attention to their health. He charmed everyone with his ever-smiling and friendly demeanour. Chummi touched our lives in many different ways - as a D2 dormmate, a Section C classmate and a colleague at Radio Mirchi on his first job after IIMA. The batch remembers Swapnil's energy and enthusiasm from the 2016 reunion. May his soul rest in peace.



LETTER TO SHANTANU

By Saba Fateh (PGP 2021) for Shantanu Agarwal (Roll Number 19360, PGP 2019-21). He lost the battle to cancer on November 2, 2022. Fighting against all the odds till the end, he had to leave the Institute midway during PGP2, but he did come back in 2022 to complete his degree.

“I have written this as a private letter to a friend, Shantanu Agrawal and made it public because the said friend was a drama queen of high repute and would have wanted and expected nothing less.”

Dear Shantanu,

As the ‘real’ convocation for the PGP 2019-21 batch draws near, I find myself unable to not miss you. A fleeting memory or a reminisced piece of conversation makes me smile. Our shared love for memes always manages to make me burst out with laughter when I go through our old WhatsApp chats. The reels of memory keep playing in my mind. Inevitably, I get busy, and there’s just no mind space for you. But then, as soon as I get a minute, a moment of shared camaraderie breaks through, and I’m back to missing you again.

Shantanu, you are never too far from my mind. I look back at 2022, and you are the most prominent loss I can think of. I look back at my adult life, and it is still the same.

I cannot imagine a person who has touched and impacted more lives than you did in such an unfairly short one of your own. People fight cancer. In your case, I believe it was cancer that fought you. It tried to break your indomitable spirit. But you kept on with your litany of Mukesh’s *jeena isi ka naam hai*. It fought and fought you some more. Finally, I can only imagine you decided to spare it the struggle and draw the curtains on the theatre of your life.

And really, your life wasn’t less than a movie. You lived like the main character, the protagonist in all stories, sometimes unwittingly but always to hilarious ends. You channelled both Raj Kapoor and Shahrukh Khan with such aplomb that my shy self couldn’t help but admire you and feel slightly embarrassed (for you, because you did it in public) in equal parts.

I remember clearly the time when we were all in a frenzy, writing testimonials for friends. You knew you wouldn’t be able to complete the program in 2021. You told me you would get things done for the yearbook that year only, with your own class, while all your friends were there. Maybe you knew this wasn’t an opportunity to be missed, or maybe it was a fluke, but hindsight is 20/20. It was the best decision. You got



your yearbook testimonials.

Every few days, Google keeps tossing up memories, from CR 10, from our trip to Kutch, from when you came to Bangalore; there are so many of them. I see the photographs and the reels start playing again like an old playback device stuck on repeat, one which I don’t really want to repair.

I will forever remember that you had the gall to ask your doctor if you could travel to Udaipur because you wanted to attend my wedding so badly. You could not. But you sent me my musical gift (no surprises there) and came to visit me at my home in Bangalore. Those are the memories I will cherish all the time. You were frail by then, but you still came. I know you considered me an elder sister, and I am grateful for it. I don’t make connections quickly, but you came, you said, “chal, chai peete hain,” and I was in.

I did not know your family very well, but all my good wishes and prayers will always be with them. They are the ones who made you who you were. I hope we are able to get you your MBA degree that you so desperately made efforts for (not academically but because of your health; you were way too smart to struggle with studies).

I’ll end with this. On behalf of all your friends, close or very close (I don’t think you had any other categories), I want to say that we love you. You will forever live in our hearts rent-free.

With love,

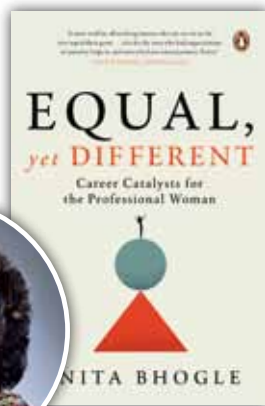
Your sidey, Saba

PS: I am a very private person, but for you, I felt there wasn’t a fitting farewell, if not a dramatic one. It was either something written in the spirit of Lata Di’s *main tere ishq me mar na jaaun kahin* or nothing at all.

EQUAL, YET DIFFERENT: CAREER CATALYSTS FOR THE PROFESSIONAL WOMAN

Authored by Anita Bhogle (PGP 1985) She has reinvented herself almost every decade. Her early years were spent in advertising, market research and marketing consultancy. For the next two decades, she along with her sports broadcaster husband Harsha ran a highly successful motivational series called *The Winning Way - Learnings from sport for managers*. The series translated into a book by the same name, which sold over 1,25,000 copies and started a new genre in motivational speaking. Anita went on to set up Bizpunditz, India's first video learning library for managers which was eventually sold to an edtech company. Anita has been on the Board of Governors of IIM, Jammu and is part of the Advisory board of the Ashank Desai Centre for Leadership and Organisational Development (ADCLOD). A mother of two sons, Anita is a yoga and Sudoku enthusiast and an amateur keyboard player.

Despite the growing number of women acquiring professional degrees, they remain under-represented and almost invisible when it comes to top leadership positions or decision-making roles. While women have proved beyond doubt that they are just as talented and capable as men, they are still held back by expectations laid down by society and largely unconscious bias from colleagues and family members. While women grapple with these external challenges, they find that their own mindsets



are also shaped by similar conditioning. The reasons for women not making it to the top echelons of the business world extend far beyond the known ones like maternity and motherhood.

Based on depth interviews of career women, leaders and experts on diversity, equity and inclusion (DEI), this book seeks to identify catalysts that can help women achieve maximum potential and fulfilment. "Equal, Yet Different", Anita believes is precisely how women would like to be

treated and need to be treated at home as well as work.

HALF LIFE: AN अर्ध-बिography

Authored by Chandramoulees Palani (PGP 2001), a Diffeeno (D-15) as he would proudly proclaim himself for eternity, his dorm-name is Bacardi. And this is his first outing into the fancy world of writing anthologies and fiction, a far cry from his ascetic banking decades hitherto. He recently switched careers to pursue his passion for teaching and consulting. True to his dorm-name, he doesn't fail to deliver a high on this serving - truly a large, indeed!

So, this was the first letter, from my mom, as I should've expected! Nothing from Dad - only a few days previously, I had watched him walk away briskly, almost running, leaving me behind as I uncertainly stood on top of the stairs of my college entrance arch. Understandably, a deeply disappointment man, as his elder son hadn't risen up to anywhere near his expectations or more critically

comparable to his peers off springs' academic success. That muggy evening would be a pivotal moment in my life - at that exact point, my early life would a clear two-part story, before and after...

An anthology of stories, reminiscing the themes of the 90's - that last decade of the second millennium CE. A remarkably transformative decade, its children and events' aftermaths are still evolving and being understood. Charmingly narrated, inspired from deep personal experiences and woven around the forgotten art of letter writing. The vivid imagery of the real parental missives across the chapters will take you down a memory lane of humorous nostalgia, high on emotional adventures. While the themes belong to the Boys and Girls of that era, who get to look back at their lives and seek meaning - every reader will delight from the eternal message of belonging and the enduring power of family love!

INNOVATE LOCALLY TO WIN GLOBALLY

INSPIRING LEADERSHIP PRACTICES FROM THE INDIAN MEDTECH INDUSTRY

Authored by D A Prasanna (PGP 1974), as narrated to Arun Tiwari

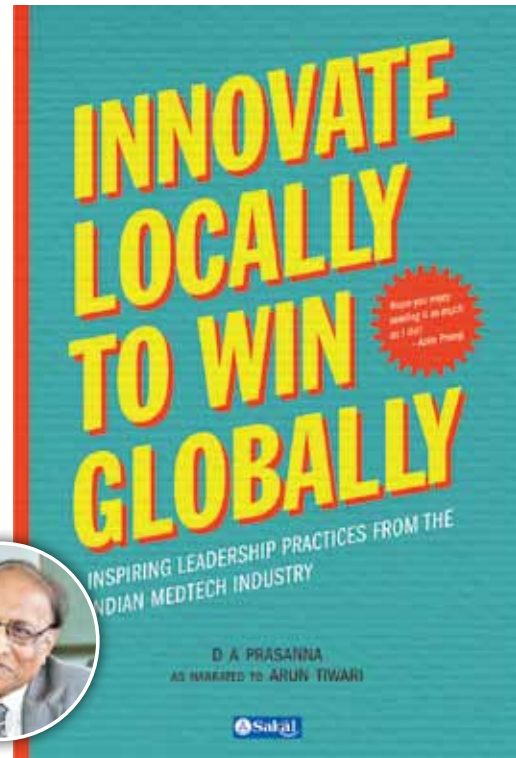
SYNOPSIS by Prof Ravi Rama Murti (PGP 1974), Distinguished Professor at NEU Boston (Co-author of *Reverse Innovation in Health Care*, Harvard Business Review Press, 2018)

Prasanna and colleagues chronicle in this book how they laid the foundation for India's medtech industry, but the book's lessons go far beyond that industry. That is why managers and policymakers in all industries should read this book.

The book illustrates the painstaking and relentless work necessary to create a technology-intensive industry in a developing country. It doesn't happen in a flash, and it doesn't happen in a straight line. It takes leaders with imagination, courage, and grit, who replace one ambitious goal with another until eventually they achieve results that would have seemed impossible in the beginning

To see why creating new industries is hard work, consider that Prasanna and colleagues first had to persuade multinationals to invest in India, and then persuade the government to modify policies to make that possible. They had to find, nurture, and inspire technical talent. They had to partner with local private and state-owned firms to make key components. They had to educate doctors and technicians on how to use the new technologies. In short, they proactively managed the external context, never accepting the world as it was.

When GE Medical entered emerging markets like India, serving the top-of-the-economic-pyramid was easy and profitable, but the big opportunity was in serving the mass market, through smaller private hospitals, government hospitals, and rural healthcare facilities. These customers wanted products with 80% of the functionality of high-end products but for 20-40% of the price! GE couldn't create such products by tweaking high-end products; it required clean-slate, breakthrough innovation, by teams in India, led by people like Prasanna, who had deep customer insights and a proclivity for low-cost solutions.



But that wasn't enough. You also had to innovate in how you sold the products to cash- and talent-starved hospitals. Instead of selling the equipment outright, they lined up a financing partner to cover the capex and a clinical partner to run the service, using a pay-per-use model. In this way, modern diagnostic facilities became available in over 2,500 Indian hospitals without a rupee of capex on the hospitals' part.

In the long run, the efforts of leaders like Prasanna and his colleagues created positive spillovers. GE's success in medtech and other businesses in India was probably the reason why in 2000 GE set up its first major research lab in the developing world, in Bangalore, employing over 4,000 engineers and PhDs, including experts attracted back to India from US or Europe. In turn, GE's example probably prompted other MNCs to open R&D centers in India. In this way, a virtuous cycle was set in motion. The end result was a vibrant, internationally-competitive medtech [ecosystem](#)

of suppliers, vendors, support services, financiers, R&D labs, and university partners. The value of this ecosystem became evident when COVID-19 hit India and local firms were able to quickly produce low-cost ventilators, oxygen concentrators, and other vital equipment.

There is another big lesson in this book. When GE or Wipro innovates to solve a local Indian problem, it is probably also solving a problem faced by 3 or 4 billion people in other poor countries. With China having become a middle-income country, India is one of the few low-income countries with both a large domestic market and the entrepreneurial ecosystem for “affordability innovation.” When Wipro-GE was doing \$4 million in sales in India, Prasanna and his colleagues dreamt of doing \$100 million in sales. By 2000, they not only hit that number, but matched it with another \$100 million in exports. By 2022, the Indian medtech industry’s sales were already at \$12 billion, and Prasanna challenges the next generation to take

that to \$100 billion by 2030.

That brings me to my final point. The next generation of engineers, managers, and policymakers must carry on the endeavors started by the amazing men and women featured in this book. They must strive to deepen and broaden India’s manufacturing capabilities, one product or component at a time. Only manufacturing can create enough jobs for the masses, and bolster India’s long-run growth, self-reliance, and national security. A large country like India cannot skip the industrialization phase and leapfrog directly to become a services economy

Prasanna’s recounting of how the medtech industry was built should be inspiring - and humbling - for those pursuing the *Make in India* program. It shows that the journey will not be easy, but it also shows that the goals are definitely achievable, with the right leadership. I hope policymakers and business leaders will remember the lessons offered in these pages.

HAPPILY INSURED : YOUR GUIDE TO UNDERSTANDING INSURANCE AND LEADING A STRESS-FREE LIFE

Authored by Kapil Mehta (PGP 1993), co-founder of SecureNow, an award-winning insurance broking firm that uses technology-based distribution to sell commercial insurances to MSMEs in India. He is a policyholder representative on the Policyholder Protection Board Subcommittee of a life insurer, on the SME advisory board of a leading general insurer, and is a Charter Member of TiE. Kapil was formerly the managing director of Prudential Financial’s life insurance company in India. Still earlier, he has worked with Max New York Life, McKinsey & Company and Unilever.

We face risks without realizing their enormity - death, accidents, ill-health, burglaries, earthquakes, riots, fires and storms.

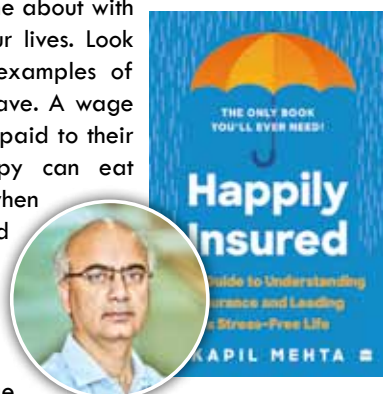
Additional risks, such as Covid, come about with alarming irregularity to disrupt our lives. Look around and you will see many examples of the deep impact these risks can have. A wage earner’s premature death can put paid to their children’s education; chemotherapy can eat up your life’s savings; an illness when overseas can leave you confused about how to get treated; heavy rains can flood your home; and an accident can cause litigation.

The right insurance coverage provides the most effective tool to deal with such

adversities. However, in the age of vested interest driven mis-selling, understanding and buying the right insurance is tricky. In the absence of expertise, we often turn to friends, colleagues and Google for advice only to end up buying ineffective insurance plans.

With his rich experience in insurance, Kapil Mehta shines a light on the many risks you face and provides an easy-to-understand, thoughtful approach to addressing those. The result is a book that is comprehensive, covering all your insurance needs (including those that you never imagined) and provides you the security and confidence you need to face

the future—confidence, which is the secret to leading a happily insured life.



LEAN MANAGEMENT FOR SMALL AND MEDIUM SIZED ENTERPRISES: ADAPTING OPERATIONS TO CHANGING BUSINESS ENVIRONMENT

Co-authored by Prof (Dr) Kalyana C Chejarla (PGPX 2011), Assistant Professor at the Institute of Management Technology, Hyderabad.

This book provides a step-by-step guide to implementing lean at SMEs using an approach that has been tested and fine-tuned at over a hundred organizations across India, Southeast Asia and the Middle East. The book approaches Lean through an implementation project cycle flow and enables the reader to understand the imperative for Lean, how to diagnose current operations, how to plan and deploy Lean and shows a path for long-term sustenance.

Diverse situations such as meeting the demand fluctuations, designing a facility, or improving profit margin etc. are included in the case studies from multiple sectors, to ensure that every reader finds a situation



similar to their organizational situation. While the publicly available literature on lean offers a large collection of tools and techniques, given each organization's unique context, the choice of the right sequence of tools differ. The book offers guidelines in terms of which solutions work in which context, backed by real cases, which is a big help to the resource constrained SMEs. This book is an equally good resource for the organizations that have already implemented lean, as it provides realistic pointers about sustaining, tackling supply chain uncertainties and going

beyond Lean by integrating emerging technologies and management principles. It is an excellent resource for students and researchers studying this area and for corporates, professionals and industry watchers.

LEADERS IN THE MAKING THE CRUCIBLES OF CHANGE MAKERS IN HR

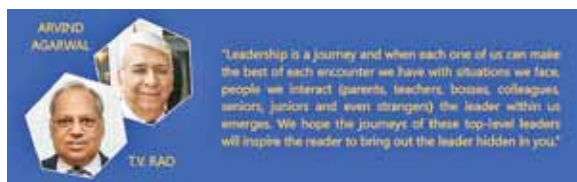
Coauthored by Dr Arvind Agrawal (PGP 1973) together with former IIMA Professor TV Rao

This book is about how leaders are made. It attempts to answer questions like: What crucible experiences do they go through during their life journey over the years to evolve as effective leaders? How are they influenced by the parents, schools, colleges, teachers, bosses, and other people in organizations they work with? To discover the underlying patterns, we have taken 30 seasoned and very successful HR Leaders in the business context. We started to research, document, and draw lessons from those who had influenced these HR Leaders. **This book carries case histories of these 30 HR Leaders including three who are IIM Ahmedabad PGP alumni: Marcel Parker (PGP 1970), Hema Ravichandar (PGP 1983) and Raghu Krishnamurthy (PGP 1983).**

A leader goes through a slew of experiences, positive as well as negative. A good leader demonstrates an ability to manage these experiences and learn life changing lessons. We call these as the "Crucible of

experiences". HR leaders covered in this book come from some of the most successful organizations in India and across the world. The organizations where our HR leaders worked range from various business houses and organizations including Adani, Ambani, Birla, ITC, Infosys, L&T, Murugappa Group, Tata, TVS and Wipro in the private sector; American Express, GE, GSK, HUL, P&G, and others in MNCs, and Bank of Baroda, BPCL, IPCL, NTPC, ONGC, SAIL and others in the public sector.

The case studies presented in this book trace the experiences of the leaders from early childhood and cover early schooling, college, or university education, first job, subsequent jobs, experiences with peers, bosses, colleagues, and the way they orchestrate various experiences in their life. Insights are drawn from these experiences and the leaders speak about these experiences in shaping them to become impactful professionals. Several of the leaders covered in the



book have acknowledged the deep and lasting influence some of the IIM A professors have had in their career choices and shaping their worldview. In Chapter 3 of the book, we present our analysis and common pattern that emerge in the life journeys of these leaders. Chapters 4 and 5 provide what competencies and values these leaders imbibed and demonstrated. Lessons from these case studies provide insights to parents for shaping future generations. For schools and colleges, we expect the case studies to provide insights for designing and creating curricular experiences. For managers, these case studies provide inspiration and alternative pathways to give right experiences to their team members and develop them as future leaders. For CEOs and CXOs, we hope this provides insights and strategies in managing

people (spotting, utilizing, and developing talent) for their business, irrespective of the function they are in. For management students, the case studies are expected to provide insights into leadership behavior irrespective of the function they are into. All of these important lessons for parents, teachers, academic institutions, young managers and business leaders are captured in Chapter 6 of this book.

We hope that this book will form a basis for offering courses, seminars, conferences and building leaders for the future by various organizations, institutions, and professional bodies. We also hope this book will serve as a source of inspiration for developing leadership competencies not only in HR but in every other profession and academic discipline. Many of our leaders have come from humble and simple beginnings and demonstrate that leadership heights can be achieved by one's own effort and commitment to growth using every experience one comes across as bricks of leadership experience to learn and build on.

THE BLACK APPLE

AN OUTSIDER'S PERSPECTIVE ON LIFE, CAREER, RELATIONSHIPS, AND BEYOND...

Authored by Titas Nandi (PGP 2021),

The 'Black Apple' can be best described as for almost 10 years. Titas' debut attempt at self-analysis - penned as an intense and raw dialogue with his inner self - an account he started writing at roughly the same time he left IIM Ahmedabad.

In a world of red and green apples, the Black 'Diamond' Apple is a rare unknown variety from the family of Hua Niu apples grown in a small mountain city of Tibet. This book is a kaleidoscope of the world and its structures from the eyes of a black apple - an outsider - a thinker struggling with everyday realities of his life. Having felt an outsider all his life - an estranged soul sitting at the edges of society, questioning existing constructs of human life and dreaming of new ones, Titas had been silently preparing himself to write this account



In the book, Titas dives headfirst and confronts life with the most troubling question - "How should I live you?" The attempt at answering leads him on a near spiritual journey of self-inquisition - exploring themes like the accident of birth, detachment, struggles with sensitivity, intellectual alienation, melancholy, identity crises, search for love and the quest for meaning. He writes the account as a deep and intimate conversation with the reader, aiming to outline a bold and unfiltered perspective on self, career, and relationships – the three sections in the book.

The Black Apple will take you on a unique journey of introspection and self-discovery, encouraging you to look inward and formulate your own guide for change. It is for all the daydreamers out there, who often question the mundanity of a mechanical life and are trying to find their way back to themselves.

A HAPPIER YOU: STRATEGIES TO ACHIEVE PEAK JOY IN WORK AND LIFE USING THE SCIENCE OF HAPPINESS

Authored by Mukesh Jain (PGP 1986) He joined the Indian Police Service, Madhya Pradesh Cadre, after his PGDM at IIMA.

All of us want to be happy! We may not admit it openly or decide to frame our desire in different words. Whether our aspirations are about career success, material fulfillment or family happiness, we desire these things because we believe that they will ultimately make us happier.

Happiness has become a fad today, with the market full of books, quotes, blogs on the topic, articles in periodicals, newspapers and magazines, television, documentaries and more. Unfortunately, most of these articles/information pieces are relatively uniformed and not supported by scientific evidence or empirical data.

There is an equation of life which has been taught to us subtly or not so subtly by our parents, teachers, and our bosses. That is: If you work hard, you will become successful, and once you become successful, then you will be happy. We have been, since our childhood,



brought up to believe that hard work is a necessary precursor to Success, which in turn is a prerequisite to Happiness in life. More than a decade of ground-breaking research in the fields of positive psychology and neuroscience has proven that the relationship between success and happiness works the other way around. With millions of research studies conducted all over the world, we may now assert with certainty that happiness is the precursor to success, not merely the result.

Positive Psychology has created a Paradigm shift in human thought in the twenty-first century, what the Copernican revolution did in the 16th Century. It took 140 years for the Copernicus Revolution to spread and get accepted widely. Positive psychology research has only completed about 25 years, and we are on the verge of the second revolution in our worldview.

Studies by many psychologists, like Sonja Lyubomirsky, Martin Seligman, Daniel Gilbert, suggest that while about 50% of our happiness may be genetic, only 10% is related to external circumstances and a huge 40% is dependent on our thoughts and actions. Based on their review, these psychologists suggested that there is considerable potential for people to take action to influence their own happiness.

HYBRID SELLING DECODED: DECODING THE ART OF DIRECT AND VIRTUAL B2B SELLING

Authored by Rajeev Krishnaswamy (3TP Senior Management - General Management 2016) He is a Senior Consultant and Consultant Group Manager at Mercuri International, India office. In the career spanning 34 years, he has played an active role in customer acquisition, customer retention, training design, delivery, post training support and project management in various subjects including: Sales, Sales Management, Customer Service and Customer Service management programmes.



Hybrid Selling Decoded will help you understand the finer elements such as, 'speech pauses', 'sensing the situation' and 'articulating' while selling your products or services through the virtual selling mode or direct selling mode. This book is an attempt to bring forth the nuances of engaging in a conversation and influencing the customer through the hybrid selling mode. You will find this book useful, if you are a - B2B sales executive/sales engineer/sales person, key account manager, sales manager donning the role of a coach on hybrid selling or a professional involved in sales training.

ENTERPRISE STRATEGY FOR BLOCKCHAIN: LESSONS IN DISRUPTION FROM FINTECH, SUPPLY CHAINS, AND CONSUMER INDUSTRIES

Authored by Ravi Sarathy (PGP 1968), Professor of International Business and Strategy at the D'Amore-McKim School of Business, Northeastern University

How companies can gain strategic advantage by developing blockchain capabilities.

Blockchain is far more than cryptocurrency. Regarded for a decade as complex and with limited application, blockchain has now matured to be on the verge of fully realizing its disruptive potential. In *Enterprise Strategy for Blockchain*, business strategy expert Ravi Sarathy shows how companies can gain competitive advantage by developing and deploying blockchain capabilities. Sarathy explains what makes blockchain unique, including its capacities to eliminate intermediaries, guard against hackers, decentralize, and protect privacy. Presenting examples drawn from such sectors as finance, supply chains, computer services, consumer products, and entertainment, he describes how executives can strategically assess blockchain's applicability to their business.



After outlining blockchain's technological features - and its technological obstacles - Sarathy describes disruptive technologies already happening in the financial services market with the emergence of decentralized finance, or DeFi, arguing that a wave of innovation might be positioning DeFi as blockchain's "killer app." He also explores, among many other uses, a blockchain application that addresses chronic supply chain problems, pilot blockchain programs aimed at facilitating cross-border payments, and the use of NFTs (non-fungible tokens) that allow digital art to be collected and traded. And he outlines a path for organizations that includes establishing a business case for applying blockchain, evaluating enterprise cost-benefits, and preparing the organization to develop the requisite knowledge and people skills while overcoming resistance to change.

Business leaders should invest, explore and experiment with blockchain now, positioning their organizations to be first in their fields, ahead of both rising startups and late-to-the game incumbent peers.





TRAVEL STORIES FROM COSTA RICA

By Alankar Chandra (PGP 2009), the founder of Wild Voyager (www.wildvoyager.com) which specializes in nature travel around the world. He also runs Olgatuni Camp (www.olgatuni.com) which is a boutique property inside Masai Mara national reserve of Kenya.



Cloud forests of Costa Rica

I have been doing birds and wildlife photography around the world for over 14 years now. So, if I have to pick my favorite birding destination, it has to be Costa Rica."

Costa Rica is known for its rich culture, stunning natural beauty, and strong commitment to environmental conservation. The country has a strong tourism industry, attracting visitors for its pristine beaches, lush rainforests, and abundant wildlife. It is also a popular destination for eco-tourism and sustainable tourism.

Costa Rica is considered a birding paradise for several reasons:

Biodiversity: With over 900 species of birds, Costa Rica is home to a rich variety of avian life.

Climate: The country's tropical climate provides ideal

conditions for bird habitats, such as rainforests, cloud forests, and wetlands.

Geography: Costa Rica is located at a convergence point between North and South America, making it a stopover for many migratory species.

Conservation efforts: The country has a strong commitment to environmental conservation, including the protection of bird habitats.

Accessibility: There are many bird-watching tours and reserves available, making it easy for tourists to see and appreciate the country's avian life.

These factors combined make Costa Rica a popular destination for birding enthusiasts and a true birding paradise.

Some of the most iconic birds of Costa Rica, and my personal favorites are,



Resplendent Quetzal

THE RESPLENDENT QUETZAL Can be found in the high-altitude cloud forests of the Central and South Pacific regions. These areas provide the bird with its preferred habitat, including tall trees for roosting and dense undergrowth for foraging. The Resplendent Quetzal is a threatened species, with its population declining due to habitat loss and hunting.

TOCO TOUCAN A large, colorful bird native to South America, including parts of Costa Rica. It is best known for its distinctive, oversized bill, which is bright yellow and black. The Toco Toucan is one of the most recognizable birds in the world and is often featured in advertisements, television shows, and movies.

In Costa Rica, the Toco Toucan can be found in the lowland forests of the northern region, where it feeds on a variety of fruits, insects, and small animals. It is a highly social bird, often found in flocks, and is known for its loud calls.



Toco Toucan

HUMMINGBIRDS Costa Rica is home to over 50 species of hummingbirds, making it an excellent destination for birding enthusiasts. Some of the most seen hummingbirds in the country include:

- Violet Sabrewing
- Snowy-bellied Hummingbird
- Green Thorntail
- Fiery-throated Hummingbird
- Magenta-throated Woodstar
- Long-tailed Sylph
- Green Hermit
- Green-crowned Brilliant
- Scintillant Hummingbird
- Crowned Woodnymph

Hummingbirds are attracted to the country's abundant nectar-producing flowers and feeders, making it easy to observe and appreciate these tiny birds.



Fiery Throated Hummingbird (L) and Lesser Violetear (R)



Green-breasted Mango

OTHER BIRDS AND REPTILES There are other bird families found like tanagers, trogons, vultures, macaws, and a host of reptile species.



Golden Browed Chlorophonia



Scarlet Macaw



King Vulture and Turkey Vulture



Red-eyed tree frog



Summer Tanager

I have been lucky enough to document around 450 of the 900+ bird species in Costa Rica. Hope to go back soon this year to this place that I call the mecca of bird watching.

BEFORE JETS, EMAIL OR CELL PHONES

Priya Tandan (PGP 1971)

I was all of 5 years old when we headed out to Trinidad by sea. This was circa 1951. My father had gone on ahead to take up his post as First Secretary at the Indian High Commission in Port of Spain, capital of Trinidad. My mother and us two sisters followed with the heavy luggage 2-3 months later.

Trinidad is perched 12 miles off the coast of Venezuela, in the south Caribbean Sea. It took us over 5 weeks by sea, first, on a P&O ocean liner from Bombay, through the Red Sea, the Suez Canal, and the Mediterranean, up across the Bay of Biscay, to disembark at Le Havre and catch another boat across the Atlantic to Trinidad.

The 9-day Atlantic crossing was storm tossed and traumatic for my diminutive mother, a 5 foot nothing dynamo of energy, laid low by chronic sea sickness. We boarded the *Gascoigne*, a Polish boat my mother called a tub when she viewed it with dismay at the docks. Our cabin was deep in the ship's bowels, on E deck, and the heavy oil paint smell infested our lungs throughout the voyage.

Re-crossing the always stormy Bay of Biscay, the ship pitched and yawed helplessly, twisting and sometimes lifting off entirely and landing again in the unruly waves. Its iron frame shuddered and groaned as it fell and rose with laboured slowness.

At last we reached Port of Spain, and my father received us at the docks and took us home to the big two story house on Alcazar Street. Painted mango yellow with green window shutters, it was fringed with a wide front verandah and coconut trees. A heavy wooden stair case took two right turns on its way upstairs to our bedrooms. The washerwoman, with her wooden wash tub and serrated washerboard, came with the house. She lived at the end of the driveway with her little daughter, Gloria. My sister and she spent hours playing dolls and house-house outside. The coconuts dropped regularly on the galvanized iron roof, bouncing and rolling off with loud thuds. I learned to play cowboys and indians in the hedges with Hamish, the neighbour's son, and raced him down the street on my blue 'scooter' with the red wheels. In the lazy heat-soaked afternoons, I lay on the wood

timbered floorboards of the verandah and stared at the hawks circling the vivid skies, high up among the towering white clouds.

Every 5-6 weeks or so, we would hear the deep echoing boom of the foghorn from the docks, as the arriving ocean steamer lined up against the pier. My mother would say with restrained excitement, "There, the boat has arrived (with the diplomatic bag and the letters from home)". She would sit down at the writing desk with a business-like manner (meaning do not disturb), with her black Schaeffer fountain pen poised to write her replies, in time to catch the outgoing bag.

Once a year, towards Christmas, we received 3 or 4, or 5 Xmas cakes by diplomatic bag from my grandmother. They would arrive each wrapped in white cotton cylinders, neatly stitched with long basting stitches along the contours of the conical shapes. The top was plastered with Indian stamps and our address would be printed in my grandfather's neat hand in indelible ink. Inside we found the cakes wrapped snugly in sheets of wax paper turned brown with the butter grease they had absorbed. My mother would 'ration' the cakes so that we had at least 1 or 2 left for Christmas day. My sister and I eagerly looked for the green tinged silver coins in every slice my mother served us. I could picture my grandmother sitting on her mora on the front verandah, measuring and mixing the ingredients for the many cakes she sent out each year to her three children. She would set up a station on the wide front verandah and with help from my grandfather, would fill batter into an array of cake tins he had lined with butter paper and arranged on the wooden takht next to her. These tins would all be taken away in trays to the bakery.

Every once in a while, there would be cricket matches at the Savannah grounds, near the Governor's residence, when the Indian Cricket team was touring the British West Indies. We would get to see the 3 Ws, Weekes, Wallcott and Worrell, perform against the likes of Polly Umrigar, Nari Contractor and Lala Amarnath.

Trinidad and Tobago were one unit, and so we had to pay the prescribed official visit to Scarborough, the capital of Tobago. We boarded the half hour flight from Piarco airport, (my very first flight), alighting

ALUMNI WRITE

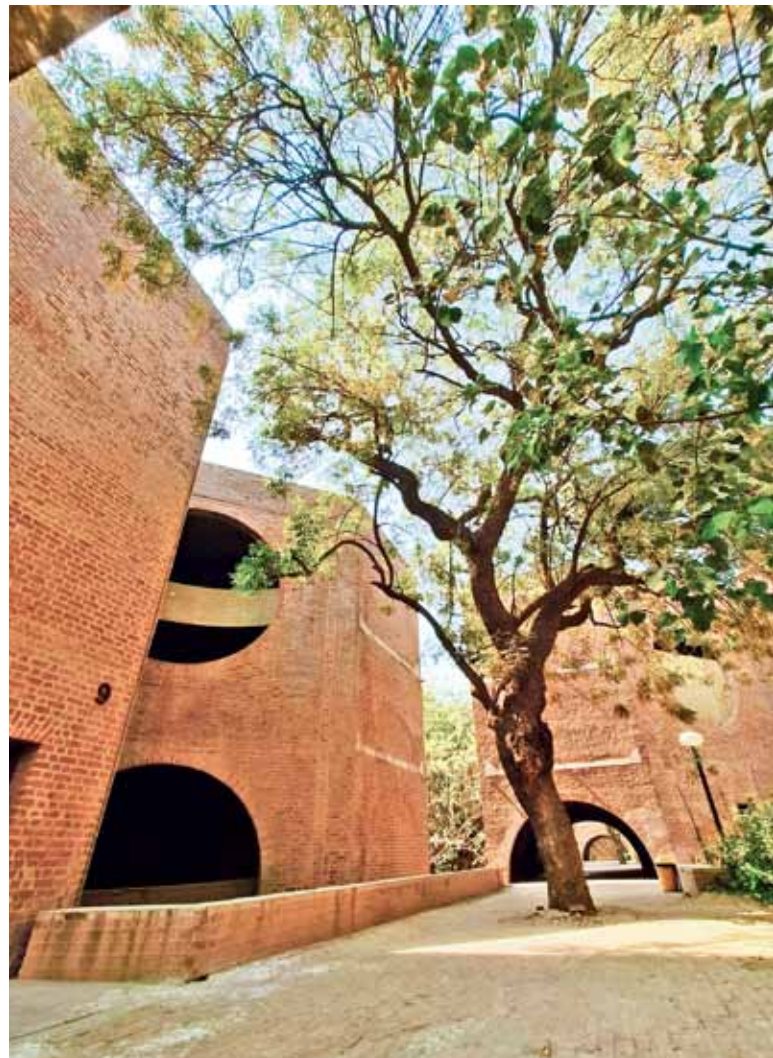


on a picturesque emerald island, embedded in a deep sapphire sea. We were housed in an old stone mansion on a rolling green hill, sloping down to some mouldering graves at its foot. With high ceilings and ancient timbers, the place was steeped in atmosphere. My mother kept the light on that night when we went to bed. Some hours later, we awoke to rousing piano playing and pounding chords. My mother asked me if I could hear it, and opened the door and looked down the passage to see where it was coming from and if there were any lights on. The next morning, at breakfast, the household staff told us they believed

the British sugarcane plantation owner's daughter, who had passed away decades earlier, was given to playing the piano to greet new guests.

In three short years, in 1954, our entire family was able to fly to the next posting, New York. Our household effects trailed us by sea.

(Neuro-Scientists say childhood memories (first experiences) have a magical quality, filtered as they are through wide eyed wonder)



1982 BATCH REUNION: RANDOM THOUGHTS AND MUSINGS

V Sanjay Kumar (PGP 1982)

A RICKSHAW AND A STORYTELLER

Muhammad drives a rickshaw in Ahmedabad. For forty years, he said. For 1500 rupees, he offered a day-long architectural tour of the city. As a sample, he named those who designed buildings on the way to the campus. Doshi, Patel, Doshi, Patel. I paid attention because they were interesting structures and he knew more than I expected. We rattled along, he kept speaking and at some point, he asked me what does one do in an MBA. And he asked if I had done well in life.

He was distracted, we went over a flyover we shouldn't have, and we found another Doshi. At the IIMA campus, the security guard greeted him warmly. He asked about his leg. "Sab jaante hain mujhko", said Muhammad. Clearly, Vastrapur was his ilaaka more than mine.

If you stay at House of MG, and you should stay there instead of vanilla business hostels, you will find Muhammad outside on most mornings. 1500 rupees will get you a rickshaw and a storyteller. I can't think of a better way to spend a day.

I shifted to a haveli for a couple of nights. Mangaldas Ni Haveli is a small three-storey edifice, quaint more than ethnic. Getting there is half the fun. Only by rickshaw because the lanes are narrow and thes intrude. We weaved our merry way miraculously avoiding accidents, it was late at night, yet street life was buzzing. The Haveli had a single custodian who gave his mobile number. The room was huge with a terrace attached. I said bloody hell because the flush wasn't working, and neither was the TV. The plumber will take an hour, said the custodian. We shifted down to a small room. I sat in its quaint balcony on a jhoola and fumed uselessly. The place had no kitchen. What? I stepped out into the street and walked around till midnight. I was hungry. When I returned the custodian was asleep, his mobile was blinking. I called him at five am and asked for coffee which he brought with some ceremony. He gave me half an hour and called at 5.30 am. "Kya?", I growled. "Sir, flush is working?", he asked.

NAYA AUR PURANA

The bricks had weathered for half a century, they looked like they were rusting. The walls held a roof. I don't remember the ceiling. The room was smaller than I expected. I stood for a while in my dorm and waited for the flood. Be patient, I said, give memories time, they too have waited. For some reason, I remembered most the music I listened to while reading cases. Eagles, Nazia Hasan, Dire Straits, Doors, and apdo Freddie Mercury.

Somewhere in the complex, I needed directions. Naya and Purana were two neat halves with a subway in between. In Kahn's section, you have imaarats, darwazas, jharokas - it is an aaina into time, to a lost aesthetic. Doshi's section is an IIMA - IIMB crossover. In Bimal's section, I suffered in the grey somnolence in the company of his concrete blobs, each an ode to the cement mixer that made them.

I think my aesthetic journey began with Louis Kahn. If I am a writer and gallerist, I have only him to blame. What will the new campus produce, what kind of MBA will emerge, and will they merge into the sameness that the campus represents?

SOME ARCHITECTURE - QUITE INSPIRING

We had a three-day extension program. Modhera and Rani ki Vav were spectacular. Champaner had nothing much to offer. There was the Jami Masjid with its many pillars, too many, enough for theorists to sniff around looking for a lost temple. In Patan, there was the unfulfilled promise of Patan Patola. It was lunchtime and the patola saree shops were closed. "You are lucky", said the van driver, a man of experience, "Those sarees are very expensive".

We stepped into two wells in the trip. We climbed down to levels that water had seen. It was like a Greek theatre, quite inspiring. We took photographs, everyone was posing, in alcoves and cornices so were the ancient friezes. A useless question came to mind. Would monuments get privatized at some point? Would Rani ki Vaav be sponsored by Bisleri?

MY IIMA EXPERIENCE

By Vandana Menon (3TP 2022), a narration on the simplicity of being a course participant at IIM Ahmedabad as you enter, being in one with the campus as you leave



On an unassuming Saturday morning, my boss informs me that I have been chosen as one of the few members who would go for the 3TP Program at IIM Ahmedabad. It seemed like a dream come true to be at the crème de la crème of B-schools in India.

After all the hustle and the last-minute hand over of my tasks at the office, I landed in Ahmedabad on Sep 3rd. While entering IIMA, I had mixed emotions. One, there was this excitement of being in one of the premier institutes for a course, but there was also a little apprehension about whether I will really be able to handle the pressure, hectic schedules, and elaborate curriculum.

The staff at IIMA were very welcoming and made me feel comfortable during the check-in procedure. That night felt so serene and calm on the campus and I had a walk around the new campus after dinner. Indeed, an out of the world experience!

The next day, my colleague and I met most of our

batchmates at the breakfast table. Our program began at 10.20 am with the inauguration ceremony. Entering the classroom was a vivid experience. This was where some of the finest brains in the country were churned out. The faculty, Mr Saral Mukherjee, and Mr Joshy Jacob explained the entire program and made it very apparent that we would hardly have any time to sleep. Sounded quite draining. There is an induction process for all students through which we are guided to the existing functioning, rules, and procedures. The first assignment was to introduce your class neighbour to the entire class by mentioning some of their personal traits.

And then the classes began.....

The modus operandi was very different. There were huge files which welcomed us into our rooms. Each day had around 4 case studies. We had to read the case studies the previous day and be prepared for a classroom discussion on our analysis and views. The case studies were well chosen and were very apt to most of our daily work in the offices. Also, it helped us learn different management practices.



The views expressed by the diverse cohort really added value to the discussion and gave a very different perspective on the subject. Finally, the professor would explain the topic and the theory behind it. It is extremely interesting to know that there is always a different view to the case study that the professors would bring to the table. Several topics relating to Finance, HR, Accounts, Costing, Operations, Marketing, Advertising, Economics, Law were chosen for the syllabus and each of the professors made it extremely interesting.

The real struggle begins after the classes end at 5.30 because you must plan your time to prepare assignments for the next day with presentations. IIMA teaches you to meet deadlines under pressure without compromising the quality of your performance. We realised that during induction, the professors were right in saying that sleep is immaterial. Infact, we slept only for 4-5 hours daily.

The daily interactions, group discussions, and presentations helped to improve my confidence towards public speaking. It also changed the way we read. 4 case studies were impossible to complete, and I had picked up the nuances of highlighting/remembering key points. Interactions during group discussions also helped to improvise teamwork. Classroom discussions and voluntary interactions with the professors really helped in shaping up an individual. The exposure,

learning, experience, and company you get there are matchless.

Amidst all the curriculum and hectic schedules, the beauty of the campus was mind boggling. Life is never dull at IIMA. The vibrant campus fills you with new enthusiasm every day. We had made some good friends from our batch and we would ensure that no matter what time we sleep, we must go for a walk in the early mornings. The old campus is the 'Heritage Campus' which has the historic Louis Khan Plaza, the 24X7 library, the Harvard Steps, the Students Mess, the PGP classrooms, the eat outs, late night addas, gym, basketball court and much more.

Early morning walks were calm and serene with lots of parrots, peacocks, and squirrels in their natural habitat. These scenes were unmissable. Every morning was a new exploration of the old campus. It was filled with arches, galleries, old monuments, dormitories – all the red brick structures.

Though the first week of the course seemed long, the rest of the weeks flew by and very soon the day had arrived where we had to finally leave. It was tough and heavy to part with the campus, professors and teammates. We came as strangers and after four weeks we were leaving with lot of good experience, learning, and as better professionals and individuals. IIMA is an experience in itself.

ANDAMAN MEET: BATCH OF 1971 (15-20 JAN, 2023)

By P K Kishen Pejathaya

Mr Ganapathi Subramanian mooted the idea of having a get-together of the 1971 batch in the eastern most part of India, the Andamans.

Consequently, he got a package from EaseMyTrip.

16 members joined along with spouses

Average age of the group - 74 years

Cities travelled from - Delhi, Mumbai, Pune, Bangalore and Chennai

Day 1 (15 Jan, 2023) - Symphony Samudra Beachside Jungle Resort And Spa, Port Blair

We arrived at the Veer Savarkar International Airport.

We were assisted with hotel transfers and briefed about the program. Later on the same day, we visited the Cellular Jail, the former 1900s prison complex, now a memorial and museum with grisly dioramas depicting inmates' lives. We then went to visit Chidiya Tapu Beach, behind the resort where we were staying, to see the sunset at 5 pm. While returning we had hot cups of tea at a stall run by a Tamil couple.

Day 2 (16 Jan, 2023) - Departure to Havelock (Morning Cruise) + Radhanagar Beach

We started early to catch the first available cruise to Havelock island. In Havelock, the staff assisted us with transfers to the Barefoot resort whose founder,

BATCH ACTIVITY

Mr Samit Sawney, was an alumni of IIMA 1995 batch. We visited the famous Radhanagar Beach behind the resort and returned to the hotel after the sunset which is very beautiful to witness from the beach.

Day 3 (17 Jan, 2023) - Continue in Havelock + Elephant Beach Excursion



fish were spotted.

After breakfast, we took a speed boat to reach and explore Elephant Beach, a famous spot for water activities in Havelock. Here, we took a speed boat powered sofa ride. Unfortunately, one of our batchmates felt unwell, and there was quick coordination done by the speed boat driver to arrange for a local government doctor and transfer to the Primary Healthcare Centre – all without charging an extra penny! The batchmate recovered well with good efforts from the local administration. We also experienced the semi submarine coral safari, one of the best ways to explore the deep seas without getting wet. However, snorkelling was not allowed for those above 60 years in age.

Day 4 (18 Jan, 2023) - Departure from Havelock + Sightseeing in Neil island

After breakfast, we took the first cruise (Nautica) to Neil island. After check-in at the SeaShell Samssara in Neil, we went to Laxmanpur Beach and had lunch at Kiran Restaurant. Later, we went to Bharatpur Beach, to see the Natural Coral Arch. This was a unique beach as it was filled with dead corals. Due to low tides, fish, crabs, sea cucumber, starfish and many other coloured



The Natural Bridge, Neil Island

Day 5 (19 Jan, 2023) - After breakfast, we returned to Port Blair on a morning Cruise. Following lunch, we went shopping.

Day 6 (20 Jan, 2023) - We departed with memories of the good times spent together.

AWAKENING THE HEART AT IIMA

CREATIVE CONTRIBUTIONS FROM THE BATCH OF PGP 1980

Reported by Arun Wakhlu, with inputs from Sundeep Kumar, Vipul Jain and Rajiv Chaudhri



The batch of PGP 1980 has been thinking of giving back to our alma mater for many years. We couldn't come to a shared understanding of what we all wanted to do, but we were sure about one aspect that we wanted to do something different!

The official Ruby Reunion of our batch was organised during 22 – 28 December, 2021. Besides gallivanting at the Statue of Unity in Kevadia and Rann of Kutch, the main events were held on campus.

To crack the issue of finding how we might contribute to IIMA, we held a meeting using Open Space Technology (OST). OST is a powerful way to facilitate the spontaneous self-organising of a diverse group of people around things that they are passionate about, and are willing to take responsibility for.

While six clear projects emerged, including Sunil Chainani's ongoing contribution to developing the infrastructure for Sports on the campus, three

projects have moved forward significantly.

ART INSTALLATIONS ON THE IIMA CAMPUS

Led by Rajiv Chaudhri and Vipul Jain

"Art washes away from the soul the dust of everyday life." ~ Pablo Picasso

The IMDC building is going to be adorned with art on the major walls as well as an outdoor installation. After signing an MoU with the institute, a co-creative design committee, involving a prominent creative design team, IIMA faculty, and alumni from the 1980 batch, have conceptualised the artworks with the theme of India 2050. The art installations will be a combination of contemporary mixed media art and cultural art from five different genres of traditional Indian art forms. The project is expected to be unveiled before the end of the 2022-23 academic year.

The objectives and ambitions of the art project go beyond the beautification of the campus. The core

idea is to engage students, faculty and visitors in conversations about the artworks and how they speak to them. They should spark interest in the creative and cultural wealth of India. A seminar combined with a arts mela is planned later in the year that will include talks about the folk and tribal arts of India, Indian modern art, art as an investment category, art workshops and much more in a diversified sense.

We intend this project to be the beginning to inspire more art on the campus, leading to greater appreciation of the role of art in both the spiritual and aesthetic life of the individual and the nation. Our 1980 batch has made a beginning that will capture the imagination of other alumni and become a long-term movement on campus.

CREATION OF A NATURAL AND SUSTAINABLE BIRD HABITAT ON THE IIMA CAMPUS

Led by B. Santhanam and Sundeep Kumar



Biodiversity is not only relevant to people, it also matters to birds! Another creative and unique contribution of our batch of PGP 1980 to IIMA is the creation of a natural and sustainable habitat for birds on the campus. This project is being approached holistically and scientifically. Apart from the immense ecological benefits outlined below, this project will also serve to make the young leaders of tomorrow more environmentally aware. Business is for life, and not the other way around.

The population and variety of bird species are a good way to measure the successful achievement of endemic biodiversity apart from contributing to an overall happiness index. It is a misnomer to think that if you plant some trees birds will happen. After signing an MoU with the Institute, an extensive situational study has been completed and areas of intervention identified.

These include,

- increasing indigenous vegetation both in terms of density and variety
- developing targeted bird habitats based on the regional avian diversity
- mitigating heat island effect, including suppression of dust, thus improving the micro-climate of the campus and its environs
- creating different ecologically thematic areas
- reinforcing existing open spaces to make them ecologically more vibrant and pleasurable
- management of water
- Broadly formulating a native planting typology.

The endeavour is to minimize human intervention and let nature take its course in a self-sustaining manner. We see IIMA as a place where people and other earthlings (including birds) can live in harmony.

ANOTHER PROJECT, where we will be able to report progress in the next issue of The WIMWIAN is the initiative taken by **S. Nagarajan of PGP 1980** - facilitating the leveraging of the IIMA brand and new logo through licensing. This will create substantial revenue streams for IIMA.

We thank Ms Chhavi Moodgal, CEO, IIMA Endowment Fund, Prof Saral Mukherjee, Dean AER-IIMA, Director IIMA and Ms Pooja Sanghani for all their help and support for these projects. We look forward to continued co-creation for our contributions to IIMA.

CONTRIBUTING TO IIMA

REUNIONS

By Chhavi Moodgal (PGP 2004),

CEO - IIMA Endowment Fund

(endowment@iima.ac.in)

The month of December always brings great excitement to the IIMA campus as it is homecoming for so many alums during their milestone reunions. 2022 was all the more special as we saw 11 batches from PGP and PGX (due to the Covid backlog of 2020 and 2021) on campus in December and January 2023 with around 650 alumni coming to Ahmedabad – many along with their families. In addition, there were off campus reunions – some in which I had a chance to interact with alums.

Reunions always invoke nostalgia and bring about dialogue on the evolution of campus and the Institute over time. From friendly cricket matches between alums and students, musical gigs, campus walks, talent nights and lovely dinners to interactions with faculty members, students, Director and the Alumni Office, the Endowment Fund, visiting the Archives and Research Centres – the Reunions blended nostalgia with what's-going-on-at-our-alma-mater seamlessly. The congregation of alums also creates a platform for us, being based on campus, to listen to their ideas, memories, experiences and feedback on the Institute.

For the team at the IIMA Endowment Fund, the reunions were an excellent occasion to directly engage with our vast alumni community; we met alums from batches as early as PGP 1967 and PGP 1972 to more recent ones from PGP 2012 and PGX 2012. During my sessions & interactions with the batches, we shared the work we have been doing at the Institute over the last couple of years, and the various ways in which we engage with our alumni and how alums can contribute back to the Institute. We took them through the genesis and journey of the endowment and the role that this initiative, being the first-of-its-kind in any major B-school in India, is envisaged to take in the Institute's future-building in the next few years. It was also an opportunity for us to thank the batches, many of whom have contributed generously to IIMA before and update them on their contributions. We hope to make this effort of making reporting for donations more seamless, as well as focus proactively on enhancing engagement and



communication with our alumni; in the months to come.

Many of the batches were proactive in ideating meaningful ways through which they could support the Institute; based on their interests and passions. Some batches were inclined towards supporting the general corpus which is long term and flexible in terms of usage – similar to global endowments. Others were driven by specific purposes such as research, chairs, scholarships, infrastructure, mental health & well-being, entrepreneurship, digital campus and so on.

For the first time, we launched microsites to support batch giving; and post reunions, we are in discussion with a few more batches about launching dedicated





microsites for their batch giving. Through the PGP 1997's batch microsite, the batch is gearing towards pledging an amount towards the general corpus that may become the highest batch contribution yet in IIMA history. We also interacted with PGPX 2012 to initiate their giving campaign – the first ever PGPX batch to do so at IIMA.

Apart from the ongoing batch giving, reunions brought in new ideas such as annual giving and employer matching as tools for consistent and structured giving to the Institute. Many of our alums offered to engage with us via their corporate affiliations and we discussed the many ways in which CSR giving could be explored further. We also spoke about alums contributing their

time and expertise to the Institute. Our alums also generously came forward to extend help with technical knowledge or connects for rolling out these initiatives at the Institute.

Summing up, reunions were a window for our alumni to experience the Institute yet again, and be apprised of the progress the Institute has made on frontiers like research through multiple Centres of Excellence or public policy through the JSW School. They were also a window for us to understand our alumni better, listen to their views and feedback. On behalf of the Institute, the Endowment Fund and our team, I would like to thank each alum who spent time with us and we are looking forward to interacting with more and more of you.

Indian Institute of Management, Ahmedabad

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