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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: 99009 63270
Email: vish.ramanan@gmail.com

Mr. Kiran Patil
Golden Square Business Centre
53/A, 16th 'C' main, 4th Block,
Koramangala,
Bangalore - 560 034 India
Tel: + 91 80 42613000
Mobile: 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 Khera
Mobile: +919898743030
Email: bhavik@seemail.in

BHOPAL
Gyanendra Kumar Bhatnagar
Chairman, Extol Group
1/3 Amaltas Parisar, Shahpura
Bhopal 462 016 Madhya Pradesh
Tel: 0755-2428675
Mobile: 094256 00269 / 093031 33024
Email: gyan@extolwind.com,
gyan@extolindustries.com

BHUBANESWAR
Prof. M.N. Tripathi
Mobile: 9337103613
Email: mnt@xim.edu.in

Jagdish Rout
Patia, Bhubaneswar – 751024
Mobile: 8018193586
Email: rout.jagdish@gmail.com

CHENNAI
Ms. Shreeya Jayaraman
Email: shreeya.jayaraman@gmail.com
Mobile: 8939928355

Mr 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: 93126 06119
Email: Sunilkala73@gmail.com

HYDERABAD/SECUNDERABAD
Shiv Kumar Rungta
Email: rungta.glasstech@gmail.com.
glassglory@yahoo.com

Rahul Yelisetti
Email: rahuly53@gmail.com

JAIPUR
O P Agarwal
Mobile: 94144 61888
Email : opagarwal29@hotmail.com

Dr Deepak Yaduvanshi
Mobile: 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: 9820143447
Email: kalpenshukla@hotmail.com

Y M Ravi Shankar
Mobile: 845109 9957
Email: x14ravishankar@iima.ac.in,
ymravishankar@gmail.com

NAGPUR
Prakash D Shesh
Managing Partner
Creative Business Techniques
Shesh Bungalow, 153 Ramdaspeth,
Nagpur 440 010
Tel. & Fax: 91-712-2425327/2436621
Mobile: +91-98230 42334
Email: creativepds@gmail.com

PUNE
Aditya Jhunjhunwala
Mobile: 09890969261
Email: Adityaj@adipa.com

Piyush Malviya
Email: p12piyushm@iima.ac.in

LONDON
Sanchay Singla
Email: sanchay.singla@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
Anand Nandakumar
Email: iimasingapore1@gmail.com
Nirmal Palaparthi
Email: iimasingapore1@gmail.com

USA
Gaurav Rastogi
Phone: 15104684850
Email: alpharust@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

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FROM THE EDITOR

Dear Alumni,

Greetings!

I trust this message finds each of you in robust health and high spirits. As the Dean (AER) of our esteemed institution, I take immense pride in the accomplishments of our alumni, which stand as a beacon of inspiration for our current students and whose feats have not only conferred distinction upon themselves but have also bestowed honour upon IIMA.

In this issue of the WIMWIAN, we are delighted to be writing about the Young Alumni Achiever Award 2022 winners. These alumni in the early stages of their careers have been awarded for their unwavering dedication, ambition, and zeal to bring about a positive change in the world.

Also, going with the theme of the issue, 'WIMWIANs in the Government,' many of our alumni describe their transition from management to governance and the highs and lows that come with it. We also have another alumna, Dr M Sreedevi, Scientist, LEOS- ISRO, who worked on Chandrayaan-3, write about the hard work that went in realising the dream of landing on the moon.

The issue also features the graduating class of 1970 who gathered for a resplendent golden jubilee reunion in Bengaluru on 16-17 February, 2023. It was a unique opportunity to rekindle cherished friendships, rekindle the embers of bygone memories, and contemplate the extraordinary professional odyssey that has shaped their lives.

We are also happy to announce the successful culmination of the Healthcare Summit 2023 led by the Centre of Management of Health Services (CMHS) and IIMA Healthcare Alumni Special Interest Group (SIG). This event stands as a significant milestone in our journey toward innovation and excellence in the healthcare sector. We are happy to report that the event exceeded all expectations, fostering meaningful discussions, sparking innovative ideas, and inspiring collaborations that will undoubtedly shape the future of healthcare.

As we set our gaze on the horizon, our commitment to providing opportunities for our alumni to engage with pressing issues and network with like-minded professionals remains steadfast. The Healthcare Summit led by Healthcare Alumni SIG is an illustration of our dedication to fostering continuous learning and exploration.

We eagerly anticipate your continued participation in the Institute's forthcoming events and are excited to witness the formidable influence of our alumni community.

Warm regards,

Prof Sunil Maheshwari
Dean (Alumni & External Relations)

Making a difference: How System Research Institute applied management principles to Public Systems

By Shashi Kant Sharma, PGP 73

(Disclaimer: What I am narrating, pertains to a period more than 40 years ago. So, there may be errors relating to dates, chronology, names, events etc. For those, my apologies in advance.)

Systems Research Institute was the brainchild of Prof J G Krishnayya (widely known as JGK).

JGK was a faculty member in the Quantitative Methods area at IIMA. He was a graduate of MIT, USA and had also participated in the ITP at the Harvard Business School.

Apart from his usual academic responsibilities, JGK was head of the computer centre at IIMA. He was a visionary in the field of technology – and imported the first computer in India which had a disc-based operating system, and which was a multi-user system which could be simultaneously used by 18 users.

By the mid-1970s, the MBA programme had established itself as a credible and rewarding academic domain. Graduates of the IIMs and other institutes of management had made a mark in the corporate sector and had proven their worth. That was a very authentic validation of the contents and processes incorporated in the MBA (erstwhile PGP) curriculum.

JGK observed that though the MBA degree and brand had been well accepted in the corporate world, no effort had been made to apply the same professional management techniques and concepts in the Public Systems in India, particularly the Government sector and that is where the idea of Systems Research Institute emerged-- to create an organisation which would focus on improving effectiveness and efficiencies in the Public Systems domain using professional Management field as a source of ideas, design, and action.

I joined the two-year PGP in 1971. JGK used to

From left to right: N R Narayan Murthy, Prof J G Krishnayya and Shashi Kant Sharma

teach us MSM – I; and he started with a bang: giving a quiz in the very first session!

In the second year, I signed up for several electives with him – MIS, Seminar on Cybernetics, etc.

In the second year, second term he invited me to his office, outlined the idea of SRI and offered me a job there and then. I accepted for several reasons – I had decided not to take up any job in Bombay (now Mumbai) and SRI was to be set up in Poona (now Pune); the salary offered was the holy grail of those days "four figures"; and "Known devil is better than the

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unknown devil," and many such reasons.

When SRI convened in Poona in June 1974, on the very first day there were 3 people in the team – JGK, myself and Shri N.R. Narayan Murthy (of Infosys' fame, how NRN – as he is popularly known - arrived there is another story).

I stayed with SRI from then to 1982 (except for a period of study leave when I went to do another masters at MIT, USA).

We did some very interesting and, hopefully, impactful studies for Ministries of Petroleum, Agriculture, Tribal Welfare, and other public systems like Hospitals, Educational institutions, etc.

It would not be feasible to cover the stories related to all those projects so let me try to share only two (that too briefly).

What should the Ministry of Petroleum do and why?

After Independence in 1947, many significant changes took place in our country. One of them was the setting up of the Oil and Natural Gas Commission (ONGC) in 1956. (In 1993, ONGC became a company – Oil and Natural Gas Corporation.)

The mandate for ONGC was to drill for petroleum and help towards energy security of the nation. ONGC struck oil in Gujarat in 1958 and Assam in 1963 and their growth journey continues.

Another company was set up in 1959 in the field of oil exploration – that was Oil India Limited (OIL) with a partnership between the British-owned Burmah Oil Company and the Government of India.

At some stage, the Ministry of Petroleum was seized with the question of whether ONGC and OIL should be merged – and SRI was asked to conduct a study and suggest an answer. This would have been somewhere around 1975.

JGK, NRN, and I formed the core team for the study. NRN and I spent more than a month in Assam conducting a comprehensive data collection drive in both organisations. (At that time OIL had no operations outside Assam.)

Some interesting metrics were developed for comparison – for example, "Bit on Bottom Hours" as a measure of productivity.

We compared the technologies used by the respective organizations – for example, ONGC was using Russian rigs and OIL had A-frame American rigs. The latter were more "agile" so the rig could be shifted from one location to another relatively quickly.

We compared the cultures of the two organizations including the leadership – ONGC was headed by a geologist whereas OIL had a military officer of the rank of General at the top.

We compared the HRM strategies, the Finances, the approach to Operations and so on.

To conclude, we submitted a report to the Ministry of Petroleum recommending that the two organizations should be kept separate – the primary logic being that the average efficiency of the 2 organizations will be more than that of any merged entity!

The final decision was not ours but we can take some credit that even today ONGC and OIL remain two independent entities.

The Kandla Port Conundrum

As a consequence of the partition of the country in 1947, we lost Karachi port to Pakistan.

Almost as a knee-jerk reaction (as said by a Ministry of Shipping official in an informal conversation), the government decided to set up Kandla port on the West Coast.

Right from the beginning, it had several handicaps:

•	There was a constant need for dredging.

•	Most of the cargo traffic was inbound and as a result, railways had to haul empty wagons to the port.

•	There was very poor infrastructure – for example, among the 3 significant geographic nodes of Kandla, Gandhidham, and Adipur the telephonic link was through trunk calls (you had to ask the exchange operator to place a call and then wait till you were

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connected).

• There were hardly any hotel rooms which could be used by customs clearing agents, clearing and forwarding agents.

SRI was invited by the Planning Commission to conduct a comprehensive systems study and suggest remedial measures.

I spent more than a month in Kandla (staying at the IFFCO guest house) studying the situation, collecting data, interviewing a slew of stakeholders and then, after due digesting of all inputs, submitted our recommendations—

• Need to improve and modernise the infrastructure, particularly in the telecom and hospitality sectors

• Need to set up an export processing zone where outward cargo can be generated and the railways would have items to bring into Kandla as inputs to the export processing activities.

• Convert the rail track from Metre gauge to Broad gauge

• Create a massive container terminal to take advantage of the fact that Kandla has very low rainfall and large tracts of flat lands are available at fairly low cost.

SRI closed down three years ago but it was part of many important projects like designing a monitoring system for agricultural projects, network configuration of computers to support steel distribution in India, demand forecasting for petroleum products using a Bayesian Model, assessment of computerisation needs of Air India and Indian Airlines when both were government undertakings, and organisational evaluation of Christian Medical College and Hospital (CMCH), Vellore among others.

I sincerely believe that SRI made a difference and has proven that there is a need and a place for objective, non-partisan, and competent think-tanks who can take a long-term perspective on our nation's development.

Reunions 2023

Welcome back to reconnect, reflect and celebrate togetherness in the campus with the IIMA community

Emerald Reunion (55 year): Class of 1968
5-7 December, 2023

Golden Reunion (50 year): Class of 1973
8-10 December, 2023

Tin Reunion (10 year): Class of 2012-13 PGPX
16-18 December, 2023

Coral Reunion (35 year): Class of 1988
15-17 December, 2023

Ruby Reunion (40 year): Class of 1983
21-23 December 2023

Tin Reunion (10 year): Class of 2013
22-24 December 2023

Silver Reunion (25 year): Class of 1998
26-28 December 2023

Crystal Reunion (15 year) : Class of 2007-08 PGPX
29-31 December 2023

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JOURNEY OF A PGP IN GOVERNMENT WONDERLAND

J S Deepak, PGP-82, IAS

J S Deepak, PGP-82, IAS

After 38 years in government, including more than five years as Secretary Telecom & IT, Government of India, and Indian Ambassador to the WTO at Geneva, I completed my governmental innings with a great sense of fulfilment and satisfaction.

Looking back, it has been a wonderful journey, professionally enriching and in some ways a roller coaster ride. The IAS gave me the chance to work in diverse areas including health, elementary education, personnel, industry and commerce, telecom and IT. These included assignments both in the field, with a focus on getting things done, as well as in Lucknow and Delhi, framing health, education, trade, telecom and IT policy, areas that IIMA's first director, Ravi Mathai, termed the 'under-managed' sectors of the economy.

I had the opportunity of leading some big initiatives both in my home state Uttar Pradesh (UP), and at the federal level. Introduction of the mid-day meal program for 12.5 million children in primary schools in UP in 2005; designing and conduction of the first Indian 3G and 4G spectrum auctions in 2010; coordinating the race to set up the Commonwealth Games Village for the Delhi Games in 2010; taking on, and winning, a furious fight to protect our agriculture minimum support price schemes and promote food security for developing countries at the WTO in 2014; ambitious licensing and regulatory reforms in the telecom sector in 2016, clearly stand out. These were great learning

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experiences, embedded with valuable insights, heady in many ways and hopefully also contributed to addressing some of our country's problems!

There have also been disappointments, lost chances and failures. While I have agonised deeply about what more could have been done by us in the civil service for improving the life of people, this has led to a feeling of regret and humility rather than cynicism. It is said that the nine most devastating words in the English language are, 'I am from government and I am here to help.' Being part of this insensitive system, often buffeted and brought down in trying to make it responsive, has been no mean challenge. But each and every time, one has had the will to get up and fight. Not only to endure but seek to prevail. And try to deliver on scale!

During this journey the time spent on campus has proved to be invaluable in many ways. IIMA has been a beacon of excellence and gave one the confidence to take on big responsibilities at a relatively young age. It has also equipped us subconsciously with a structured, problem-solving approach and the ability to communicate crisply and convergently. Bless the much-lamented WAC [Written Analysis and Communication] assignments!

Colleagues from my PGP-82 batch have served in diverse assignments. From framing state policies to implementing reform initiatives; from functioning as regulators to working as police officers in some of the toughest situations; from heading international

organisations to representing the country as Ambassadors; we have done it all. Wherever we may have worked, one common thread has bound us—the gung-ho spirit inculcated on the IIMA campus together with the desire to make a difference! And while we have had vastly different experiences, the common IIMA ethos has constantly guided us. Our career paths are testimony to the fact that with focus and determination, courage and endurance, insight and pragmatism one can make a huge difference in governance and in delivering outcomes even in a large and impersonal entity called the government.

Retirement from government service has provided time for other opportunities and opened avenues for new adventures. Whether it is working on public policy as Distinguished Fellow at the ORF or in the corporate world as Group Director at Bharti Enterprises, the parent company of Airtel, the skills and spirit imbibed at a "well-known institute of management in western India" many decades ago continue to guide and motivate me. As the great poet Lord Tennyson said, to strive, to seek, to find and not to yield!

J S Deepak, is an alumnus of IIMA of the 1980-82 PGP batch. On graduation from IIMA he joined the IAS in 1982, and was part of the UP cadre. He served in various positions with the Government of UP, Government of India and international agencies, including as Secretary IT & Telecom, GoI, and Ambassador of India to the World Trade Organization (WTO), Geneva, till his retirement in July 2020.

IIMA & IDDRI Organise Day Long Workshop on Sustainable Decarbonisation Pathways for Gujarat

The Indian Institute of Management Ahmedabad (IIMA) and the IDDRI organised a day-long stakeholder engagement workshop on 'Sustainable Decarbonisation Pathways for Gujarat', with the support of the Industries & Mines Department, Climate Change Department and Forests & Environment Department, Government of Gujarat, on November 1, 2023.

The workshop brought together a diverse group of stakeholders including international climate experts from G20 member countries such as France, Australia, Mexico and Indonesia, top officials from the state government, industry, academia, to share their perspectives and insights on the way forward for Gujarat in meeting Nationally Determined Contributions (NDC) targets.
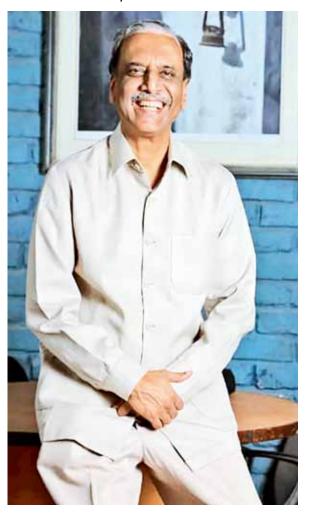
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10 IDEAS FOR IMPROVING GOVERNANCE IN INDIA

By J K Dadoo, PGP 80, IAS 1983

I wrote the book '100 Ideas to Improve Governance in India' to suggest to the government what practical improvements can help India's day-to-day governance. These thoughts had been churning in my mind for several years, based on my intensive experience of about 35 years as a member of the Indian Administrative Service, posted in five different Union Territory governments and two long stints of seven years each, with the Ministries of Defence, Commerce & Textiles, Government of India.

With a foreword by then Commerce Minister Suresh Prabhu, my book was launched in Delhi, and four other metros in India in 2019. Arun Wakhlu PGP 1980, my batchmate, reviewed it for WIMWIAN in its Feb 2019 edition, remarking, "View these 100 ideas like the coloured pieces of glass in a kaleidoscope…shake it and new combinations of possibilities open up."

As of today, the government has implemented 75 of these ideas. I will concisely spell out 10 of the remaining 25 ideas below, which have a huge potential for success.

1. **Convert temple Gold stock into a Flow** by monetising idle gold, and curb 600-700 tonnes of gold imports annually. Total accumulated gold over centuries in our 100 top public places of worship, is estimated at 10,000 tonnes conservatively. Annual donations in these religious places exceed ₹ 100 crores with 10% coming in gold form. This stock of mammoth proportions is lying either in temple vaults or bank vaults, for the sake of security and sanctity.

My idea, shared with our PM, is to form a four-member high-powered committee with members from RBI, SBI, and SEBI and led by senior finance ministry officials, to talk to the temple trusts in confidence. They have to be convinced to part with just 5-6 tonnes of each temple stock annually, in return for cash or bonds or any other acceptable financial document. This stock of gold melted in our refineries, can then be released to our jewellers, thereby saving $ 30 billion of valuable foreign exchange by obviating the need to import gold at all. The only challenge is to convince the temple trustees that the income tax department will not come into the picture, as all temple gold has been donated.

2. **Tap solar rooftop potential in 6000 block towns** as Varanasi's official estimated rooftop solar power generation potential is 676 MW. Extrapolating this to all towns gives staggering statistics. The national target of 40 GW can be far exceeded to 100 GW

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by 2022-23, and our carbon footprint targets can be achieved by this alone.

All buildings beyond a particular size are sites for this idea, whether government or private entities. It is 100% environment-friendly, cost-competitive, and 10 months of sunshine across India as a major god's gift, and all it requires is a 'mission-mode' visionary leader. I suggest a telecom-like movement, to become a world leader in clean energy, through solar rooftops, with good battery storage possible, to replace both nuclear and thermal energy.

> " **I suggest a telecom-like movement, to become a world leader in clean energy, through solar rooftops, with good battery storage possible, to replace both nuclear and thermal energy** "

3. **Cross subsidy in education for inclusive growth** is best reflected in Odisha. Kalinga Institute of Technology (KIIT) run by MP Samantha, charges market fees to 25000 students or more, enrolled in engineering, medical, MBA, and technical education fields. Surplus generation from KIIT is used to fund 25000 or more in Kalinga Institute of Social Sciences (KISS), with free tuition, boarding and lodging, from kindergarten to PG.

My book carries the idea that the fixed cost of replicating this model for 1000 disadvantaged sections of students is about ₹ 25 crores and the annual operating cost is about ₹ 10 crores. With CSR funding, MPLAD and MLA allocated expenditure, it is easily possible to cover at least 600 blocks or 10% of all towns in the country annually. In 10 years you can cover all 6000 blocks and depending on the need, both funds and student numbers can be enhanced. This again is an idea whose time has come, I strongly feel.

4. **Relief in indirect tax** has been provided in the last budget but recognising the value of the Laffer Curve, my suggestion is to keep income tax rates as follows for better compliance:
 10% from ₹ 5 to 10 L,
 15% from 10-15 L,
 20% from 15-20 L,
 25% from 20-30L
 30% above 30 L with no cess or surcharge, to make it simple for the common man. Huge time, technology and effort must be invested into ensuring that real estate agents, diamond and gold dealers, traders in all big markets of India, lawyers and doctors are not able to wriggle out of the tax-net by outsmarting them with data analytics.

5. **Inventory management of public land** is grossly missing in most states and union territories including Delhi. An expert had suggested a proper land audit nationally. I am simplifying that through land inventory creation, by all revenue authorities in India. This should include huge land parcels gifted in the past to PSUs, defence, railways and ports so that these can be monetised to generate enormous revenues and prevent large-scale encroachment. MMRDA took the lead and converted 13 acres of prime land in Mumbai to create the Bandra Kurla Complex, earning thousands of crores annually. Delhi too has done well to implement my idea, and converted areas occupied by hutments of the British era, in New Delhi, into plush office complexes in the last four years. Each State government needs to replicate this transformation.

6. **CSD Canteens** cater to 13.5 million defence personnel, working and retired, covering 4500 products, served through 34 depots to over 4000 outlets situated all over their establishments. 650 suppliers are registered and turnover exceeds ₹18,000 crores with a 1% operating margin, and dividend to the government of about ₹ 250 crores annually.

My suggestions are related to professionalising inventory management, creating depots in all 28 States and 8 UTs, and market research to ascertain fast and slow-moving items or adding new products. Digitisation of stock in each outlet to send red flags for replenishment from depots, hub and spoke model to cater to heavy demand cities, and digital payments to suppliers, will ensure that efficiency and effectiveness are ushered in. Online ordering facilities can quadruple the turnover if organised like other private players.

7. **eNAM Portal or online national agricultural market** was started in 2017 to bring all 585 wholesale mandis under it. The idea was to show the stock position online of all agricultural products so that big buyers could pick up in bulk, mills get the required quantity

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> **My idea is to geographically identify the country as 6000 odd blocks, and ask the Tehsildar in each block, to identify three most promising sportspersons from his small territory's schools and colleges, listing 18,000 outstanding boys and girls.** 99

timely for processing and farmers get the best prices. While a lot has been achieved in states like Andhra Pradesh where 1 crore bids were received annually. Other states are lagging in doing the requisite backstage work.

My suggestion is to create hard and soft infrastructure quickly in all states to get all Mandis online. Professional storage and transport facilities should be created and an e-payment system for farmers, so that there are no shortages of any agricultural products, as we experience every year.

8. **Olympic Gold medals** have eluded India for decades. My idea is to geographically identify the country as 6000 odd blocks, and ask the Tehsildar in each block, to identify three most promising sportspersons from his small territory's schools and colleges, listing 18,000 outstanding boys and girls. District Magistrates can test and prune the list to 10% or 1800 outstanding ones, in their sports events. Chief Secretaries can take the initiative, for the first time, and select one likely winner from each of the 760 odd districts.

Sports Authority of India then can pick this 760 pruned & spotted talent, and give them the best overseas training at a rough budget of ₹ 1 crore each, to be supplemented if necessary, by MPLAD scheme funds of the concerned MP of the area.

I'm confident, with 35 intense years of administration, that 2-3% of these or 15 to 20, will bring us the yellow medal. Even if you reduce it to 1%, to be conservative, you have 7-8 gold medals annually—an unprecedented achievement. Silver and bronze will supplement the total medal tally.

9. **Sansad Adarsh Gram Yojana** was started in 2014 with 703 out of 793 MPs agreeing to identify gram panchayats for holistic development. Sadly, only 3154 gram panchayats have been activated out of 2.5 lakh gram panchayats in India. About 204 MPs have actively participated, and 2.3 lakh projects have begun, of which nearly 1.6 lakhs are completed.

My suggestion is to use the National Council of Applied Economic Research (NCAER) or The National Council of Applied Economic Research (NIRD) to create village development plans based on felt needs and speed up optic fibre connectivity in all the gram panchayats. I recommend a third-party evaluation and roping in Microsoft (which has done a sample 'smart village' in Maharashtra) to create 'smart villages'. While government orders have been issued to extend all 26 Central sector schemes and 1800 state-level schemes to be adopted in these villages, progress is slow as the stakeholders have little or no voice beyond the election date. Hence intervention at the highest level is required to energise all 793 MPs to take this up seriously to realise Gandhiji's dream of an equitable India.

10. **Enterprise Europe Network (EEN)** is a conglomeration of 625 business support organisations from 62 countries now, for matching business opportunities for Micro, Small & Medium Enterprises (MSMEs). Industry bodies, the Federation of Indian Export Organisations and Confederation of Indian Industry were tasked to interact with this large body and tap into their powerful database for our millions of MSMEs that contribute 30% to GDP. Yet only 6 networking events have happened in the last 5 years and real potential has not been appreciated.

My suggestion was to enlist the support of all sector MSMEs in India so that they could upload the profiles in which they are interested, and arrange for joint ventures/transfer of technology/ distributorship of products etc. The 40-odd export promotion councils of the commerce ministry, 160-odd embassies abroad and industry bodies could all become enablers to speed up trade and commerce.

I remain optimistic that the above 10 and the remaining 15 ideas painstakingly culled from my research and experience will eventually see the light of day in this decade.

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WHAT HAPPENS WHEN AN IAS OFFICER RETURNS FROM IIMA

By A K Pradhan, IAS, PGP 90

I joined IIM Ahmedabad at the age of 45 years after a 22 years long career in the Indian Administrative Service. After clearing the challenging CAT and the intense group discussion and interview process, I faced my biggest obstacle which was seeking study leave from the Government of Gujarat to join the course. I faced stiff opposition from my senior colleague who seriously doubted my ability to cope with the rigours of the program. This was further compounded when by chance he met a Professor of IIMA during a flight. The Professor (I won't reveal his identity as he is since deceased) also echoed similar sentiments perhaps given my age and my having left academics 24 years ago.

Undaunted by the negative feedback, I persevered by first meeting the said Professor who admitted that given that I had cleared the admissions process, there was no legitimate objection to my joining the course. I then persisted in my requests to my senior officers and was finally able to secure the requisite approval. I was the first senior IAS officer to join the PGDM at IIMA.

The course load was heavy but not excessively so. Living in a dorm (D10) with boys many of whom were probably not even born when I joined the IAS was intimidating at first. However, I found the experience interesting and enjoyable.

The IIMA experience was an exhilarating one — the academic experience was rich; the case discussion methodology gave me a sound problem solving perspective. Most of all I learnt the value of planning, time management and collaboration. I also learnt crisis management and being proactive instead of reactive. Most of all it gave an immense fillip to my career progression after I went back to the IAS after graduation.

Up till now I had got routine assignments where the focus was on district administration. However, my skills and knowledge were put to use soon and I was

A K Pradhan with his wife

posted as Secretary Finance (Expenditure) in charge tasked with finally approving all schemes of other departments. The Expenditure department had the reputation of being very conservative and negative. But IIMA gave me a positive and can-do attitude and mindset. I actively supported meritorious budget proposals and changed the prevalent practice of applying a uniform reduction of costs across projects. Rather, I recommended supporting the right schemes without cutting costs which would hamper their efficiency. Further, I was instrumental in modernising the IT and communications infrastructure. For instance, the Information Department was using archaic film projectors for publicity programs. I suggested upgrading these to TV and VCRs. These measures gave me the reputation of being progressive and fair. On

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the flip side, as I continued wearing jeans to work (a hangover from IIMA days) there were a few raised eye-brows amongst the senior officers!

After three years in the Finance Department for the Gujarat government, I was deputed to the Ministry of Finance, Government of India and allotted the State Plan Finance portfolio. I was able to apply my knowledge of cost accounting, financial modelling and macroeconomics gained at IIMA to critically analyse the budget and annual plans of the various state governments and improve my department's efficiency. My written and presentation skills, which were honed through the various WAC submissions, equipped me to effectively communicate my ideas.

After a successful stint in Delhi, I returned to the state government where I got posted as Secretary Labour and Employment and was tasked with reviving many closed textile mills in Gujarat. After analysing the financials of these closed mills, I drew up a revival plan which entailed financial support from the government and a debt restructuring scheme by the banks. Through effectively collaborating with various groups and stakeholders and the workers, I was able to oversee the revival of several mills which helped several workers get re-employed.

At the same time, I also oversaw the modernisation of the Industrial Training Institutes which were critical for imparting vocational training and skill upgradation for many. By working with professional training firms who would provide the requisite content, trainers and infrastructure I was able to significantly expand the scope and scale of the ITIs without significant capital and personnel outlay from the state government. The students were able to access best-in-class training material and instructors across a wide array of subjects in a short period of time. The model was both flexible and extremely scalable and appreciated by the Gujarat government.

My last stint in the government was as Additional Chief Secretary, Ports and Fisheries department. I spearheaded the development of the ports infrastructure in Gujarat through the Public Private Partnership mode. I also leveraged my knowledge of project management and negotiation skills to conclude several concession agreements with large domestic and international port developers. These included the Mundra Container Terminal, the Petronet LNG Terminal and the Shell LNG Terminal. These ports are not only world-class and the most modern globally but are also significant contributors to the state government's revenue through the revenue share arrangements.

Looking back, I can say with confidence that IIMA imparted me with both the relevant subject knowledge and a sound decision making frame-work which has stood me in excellent stead in adapting to diverse situations and varied challenges. Apart from the technical and communication skills I have learnt efficient collaboration and effective negotiation capabilities. The campus vibe and interactions with my fellow students invigorated me and also revitalised my perspective. I was able to become an agent of change and implement several initiatives successfully. I would strongly recommend this valuable experience to all the new incumbent IAS officers as a life changing journey.

First-of-Its-Kind Research Based Data Product for ESG Impact Measurement in India

The Arun Duggal Centre for ESG Research (CESGR) at the Indian Institute of Management Ahmedabad (IIMA), on September 3, 2023, initiated a research project aimed at developing a first-of-its-kind data product that can help in ESG impact assessment in the country, with Dun & Bradstreet, a leading global provider of high-quality business operations data and analytics to enable companies around the world to improve their performance.

This collaboration will leverage the research capabilities of CESGR, and the extensive database provided by D&B to create a data product that will address data gaps to enable accurate assessment of ESG efficiency. The product aims to facilitate practitioners, investors, and policymakers in creating custom ESG metrics to further evaluate their performance and strategise their future actions.

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![THE WIMWIAN]

MY LESSONS AS A DELHI CHIEF MINISTER'S URBAN LEADERS FELLOW

By Priyadarshi Singh, PGP 2013

We all yearn to leave our mark on the world, to make a meaningful difference in the lives of countless individuals. What could be more fulfilling than dedicating oneself to serving our nation's people where every action holds the potential to affect the lives of millions. Thus, in November 2021, after a decade immersed in the private sector, I made a conscious leap into the government sector. This marked the beginning of an exciting new chapter in my career as I enthusiastically joined the team under Delhi's Transport Minister, Shri Kailash Gahlot, as part of the prestigious Chief Minister's Urban Leaders Fellowship (CMULF) program. It was a voyage driven by the desire to be a catalyst for positive change on a grand scale.

Prior to joining the Delhi government, I served as the Head of Electric Mobility at a Series C funded organisation, gaining valuable insights into the electric vehicle sector. In the Delhi Government, my work with the Hon'ble Minister involved spearheading crucial projects in electric mobility and public transportation in Delhi.

One of my significant accomplishments was co-authoring the Residential EV Charging Guidebook published by the Delhi government in collaboration with WRI, India. Over the past two years, I also contributed to the development of Delhi's Electric Vehicle Policy 2.0 and the Delhi Motor Vehicle Aggregator and Delivery Service Provider Scheme 2023 along with Delhi Motor Vehicle Premium Buses Aggregator Scheme 2023. Additionally, I am currently coordinating the induction of 6000 new electric buses and the electrification of over 60 bus depots in Delhi.

An institute like IIMA will remain an important pillar for all in preparing for the upcoming battles in life. The motivation and commitment to public service inculcated in the institute helps us in making significant contributions to the government sector. Here are some key lessons which helped me in my stint at the Delhi

government:

1. **High on confidence:** It is important for an individual to select the path of his choice with full enthusiasm. If you have been to IIM A, you have made a mark and have proven your calibre to the world. This is what helped me in changing my career path from private sector to public, to learn more in a niche industry like electric mobility in 2021, even if it meant lesser compensation.

2. **Knowledge begets humility:** You may be one of the brightest minds with an IIM degree but if you choose to work in the government sector remember that people respect humility, and it helps in getting your work done. In the government sector, you will have to deal with people at different levels, from community members to IAS officers and politicians. Use your knowledge and humility together and see the difference. I always tell my friends, "A chai with someone can change your life."

3. **Data-driven decision making:** The decisions in the government sector are to be made for the

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Author with Delhi's Hon'ble Transport Minister, Shri Kailash Gahlot

benefits of the people. It is important that each decision is backed by proper justification and numbers. Being from IIMA, one brings practicality in every case with evidence. For reference, if you say Delhi is the EV capital of India; then is it in the EV sales, charging infra, overall policy or something else? A simple sentence that Delhi's EV sales contribute to more than 10% of overall vehicle sales can factually answer this in addition to charging points and contribution in overall India's EV sales against the population in the state.

4.   Networking and stakeholder management: Every policy which is being created in the government needs to have the say of key stakeholders. Your network in the industry and relationships with the stakeholder can determine how well you do. IIM A has helped all of us to up our networking skills which can be implemented in the government sector too.

5.   Crisis management: If I remember my college days, every day seems to have some or other crisis and the same lessons can be applied in the government sector. The stakes are often very high and if you build good relationships with the people around you, then they may provide the required support during these crises. In addition, one needs to be adaptable to an ever-changing environment and be open to changes to overcome the challenges during these times.

6.   Strategic thinking: Do you remember the strategic management courses and principles we learnt during the two years? These are valuable for government officials while formulating policies, setting goals and planning long-term initiatives. This along with project management skills helped me formulate policies like Delhi EV policy 2.0, Aggregator scheme 2023 and the conceptualisation of Kerb side EV charging in Delhi in a timely manner.

My advice to young IIM graduates is, "You may be one of the smartest people in any organisation but there is absolutely no substitute for hard work." Prioritise the work to be able to achieve important targets within stipulated time. Even if timelines are tight, do keep in mind that the output to be presented will always need to be perfect.

Lastly, I am grateful to Delhi's Transport Minister, Shri Kailash Gahlot, for granting me the opportunity to contribute to electric mobility and public transportation in our city. Having dedicated almost two years to public service, I have now transitioned into a consulting role with a prominent global research non-profit organisation. Additionally, I'm actively engaged in assisting a few other organisations on their path towards electric vehicles (EVs) and sustainability initiatives.

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TRANSFORMING CHALLENGES INTO TRIUMPHS

Sanjay Kumar Agarwal, I.A.S. (2002), SMP BL08

Sanjay Kumar Agarwal, I.A.S.

The life of an I.A.S. officer gives an opportunity to make a difference in the lives of thousands of people and contribute to the administration and development of our country. And this is what led me to this path after passing out as a qualified Chartered Accountant.

Led by a genuine spirit of service, I began my career in 2002 as the Sub-Divisional Officer in Hajipur, Bihar. In this position, I shouldered various responsibilities, including conducting elections, handling disasters, protocol duties, ensuring law and order among others. It was here that I realised the privilege of being an IAS officer which includes meeting and serving the countless number of people in a day, from the most affluent to the most disadvantaged.

When serving as District Magistrate-cum-Collector of many crucial districts in Bihar including Jehanabad, Nalanda, Gaya, Purnea, Arwal and Patna, I learnt that the life of an IAS officer is filled with exciting opportunities as well as mind-wrenching crisis management. As the Collector and District Magistrate of Patna, I have contributed to urban development and related infrastructure development while I have also managed the challenges of a Naxal affected district. Hence, from steering development initiatives, my journey was marked by numerous high points as well as difficult moments. I can confidently say that it is a fulfilling experience where an individual has the

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Shri Ram Nath Kovind, Former President of India felicitating Sanjay Kumar Agarwal, I.A.S.

opportunity to contribute to the betterment of the nation.

Nonetheless, life has a way of throwing unexpected challenges our way, and I, like many others, faced a significant test during the pandemic when I served as the Commissioner of Patna division and the Secretary of the Transport Department in Bihar. The state government entrusted me with the daunting task of overseeing the mass migration of people during the COVID-19 lockdown. This crisis demanded a multifaceted approach at various administrative levels, especially to assist informal workers, particularly the migrant community, who were hit hardest by the

ongoing turmoil. With transportation services halted, countless individuals embarked on arduous journeys on foot, carrying only their most essential belongings as they grappled with a profound existential crisis.

Recognising the urgency of the situation, our state's transport department swiftly established an emergency response team within 24 hours of the lockdown's implementation. This team facilitated real-time monitoring of the transportation situation enabling the safe return of over 2.55 million people to their homes. In the process of managing this massive influx of people back to our state, whether it was tirelessly working to contain the spread of COVID-19 or ensuring the provision of food and shelter for travellers, every step of the journey taught me something new. The dedication and hard work of our department did not go unnoticed, and we were honoured with an award for our 'commendable initiative' in deploying more than 7,000 buses to facilitate the movement of migrants. Further, in my role as Commissioner of Patna division, I was accountable to ensure provision of proper healthcare and essential services to the affected population in Patna during lockdown. While attending to the varied crisis demands, I realised how vulnerable human life is.

Over time, I have realised that as an IAS officer my role demands adaptability and capacity to prioritise tasks based on urgency, and technological advancement has played a vital role in delivering my charges. As Managing Director of Bihar State Road Development Corporation Ltd. (BSRDCL), I completed many mega infrastructure projects by using various management learnings as well. As Secretary of the Transport department, I embraced e-governance and facilitated several innovative initiatives including e- registration, an online method for applying for a driver's licence, dealer point registration, and online road tax payments to enhance efficiency, transparency, accessibility, and overall effectiveness in the government's interactions with citizens. As a result, government revenue has doubled from Rs 1300 Crores to Rs 3000 crores in just three financial years.

Undoubtedly, being an IAS officer is a challenging endeavour, but with determination and strategic vision, we get to transform aspirations into reality. I had the privilege of experiencing such a unique opportunity when I served as the Secretary of the Water Resource Department in the Bihar government, working on the

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The completed Ganga Jal Aapurti Yojana

Successful trial run of Ganga Jal Aapurti Yojana in the presence of Hon'ble CM of Bihar

ambitious *Gangajal Aapurti Yojana* or Ganga Water Supply Scheme which is indeed an example of 'from adversity to prosperity'.

Through this project of Rs 4000 crores, the excess Ganga water during the monsoon months is stored and treated for the year-round supply of potable water to the historical cities of Rajgir (Nalanda district), Gaya and Bodh Gaya (Gaya district) which are part of the drought prone South Bihar. Overseeing this 'idea to practical solution' was easier said than done with two Covid-19 waves slowing down the project's progress, and even bigger engineering challenges. However our efforts bore fruits and there is an increase in the groundwater table of the area and nearly 100,000 houses in the three cities with half a million of population are provided treated Ganga water through taps in their houses. On average, each individual is getting about 135 litres of water daily for drinking and domestic use and the project currently has enough capacity to support the estimated population till 2051. Furthermore, the *Gangajal Aapurti Yojana* contributes to four of the Sustainable Development Goals (SDG 3, SDG 6, SDG 11 and SDG 13).

While I have a long way to go, my journey has indeed been very satisfying and I truly believe that the pursuit of excellence, no matter how arduous, can lead to meaningful change in the lives of countless individuals.

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DESIGNING A CITY'S TRANSPORT NETWORK IN NEW ZEALAND

By Pragati Vasisht SLP 2023

During a regular spring-clean last year, I happened to come across a note from 2004 that my way less cynical and way more naïve younger self had penned about her career aspirations. What struck me was the very first point: '..*want to do something that directly benefits the community*'. For all their innocence, I know these words came straight from the heart.

My journey towards the public sector was triggered by disillusionment. I was a lowly graduate at a consultancy, assisting experienced engineers on a study commissioned by the central government. My seniors' review had hacked the report into such a state that I blurted out — but we haven't really told the client anything! So apart from realising how *not* to win friends and influence people, I felt that there must be *more* to this engineering business than this.

It would be another couple of years before I ventured into the public sector, and a lot longer after that to realise why this incident had rankled me; how central the idea of giving back to society was to my career.

My basic job as Traffic Engineering Team Leader at Auckland Transport is to design a city's transport network. My extremely biased opinion is that it's the best job in the world — a macro-social-engineering project — because the way a transport system is designed determines how each of us work, eat, play, and rest. A significant responsibility for any government and as it turns out, just my kind of jam.

Private sector vs Public sector

The basic difference between the private and public sector is the stakeholder. The public sector is answerable to every single citizen — the latter fund the former with their taxes. Everything in the public sector therefore, begins and ends with the *aam junta*.

The challenges are innumerable.

To start with, the problem is always bigger than the budget. Our budgets are slashed while being directed to deliver higher quality of work. Unlike the private sector, the public sector must exist. So, while in the private sector where you adapt or die, being agile and innovative is a challenge when you're almost expected to 'keep things ticking over' and continue the status quo. It takes either an enlightened bunch of senior managers or intense media scrutiny to effect change.

Public servants also operate in the public eye — indeed, democracies have implemented legislation such as Right to Information to ensure the greatest level of scrutiny possible. So, we may not only have to cut corners in how key public initiatives are delivered, we also have to take the public on a journey where they understand our reasons for doing so. Getting a conversation going with the public is winning half the battle. This is especially so for transport infrastructure since, particularly in the west, past transport planning

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models have resulted in grossly unsustainable practices — like building networks for cars instead of people. Reversing this trend inevitably brings *change*.

And one consistent human behaviour you can bet on is that *nobody* likes change.

The balance between educating the public about long-term gain while seen as inflicting pain is a precarious one, especially since social, economic and political sands are constantly shifting beneath us. The ruthless combination of "please improve things with less money, but don't change anything for me!" is made more so by political whims and fancies of the day. Being able to get elected leaders on your side for infrastructure projects is an unwritten part of our job description.

So why do I stay?

Solving people's problems

Ultimately, leadership that affects you and I on the ground comes from the public sector. It is an irresistible proposition to be working at the coalface of democracy, solving real-world problems that have tangible benefits. Competence at this level has the potential to benefit a broad audience.

For instance, the award-winning speed management program that I led resulted in 70% reduction in complaints to the department, saving of 2000+ hours of manual effort through automating processes, prioritisation of 2400 km of road network

for improvements, 1600% increase in coverage of said improvements, >68% increase in perception of road safety by communities, up to 37% increase in use of active modes of transport and >$12,000,000 savings in deaths and serious injuries (over five years) on Auckland's road network.

It was the result of massive effort from my team of 20-odd engineers, but the ultimate beneficiaries were millions of Aucklanders. And it was the soft skills that got us the most effective results — conversing with directly affected public, other government and elected officials, adapting our plans to their feedback, and solving problems within strict ethical and legal boundaries.

And this is just one of a large portfolio of infrastructure works that we implement!

Notwithstanding all of this, the distinction between the public and private sector is at the end of the day, necessity of convenience. My experience at IIMA provided diverse perspectives from various leaders in the private sector. But I left with the distinct impression that leadership issues — and challenges — are universal. Not least because both sectors have the public at their centre! 'Vasudev Kutumbakam' is not just a phrase.

The public sector can be a tough gig. But the sense of purpose, achievement and satisfaction is unparalleled. Over time you also realise that the people who have hung around are the ones who are genuinely motivated by working for a greater good, who care.

When I found that note I had written years ago, I realised I had, as a young girl, subconsciously set the course of my career. Amazingly, I find myself living that reality.

Pragati Vasisht is Traffic Engineering Team Leader at Auckland Transport, leading teams to deliver a capital transport portfolio of up to (NZ) $36 million to date. Her experience in strategic transport planning, engineering and safety, and urban regeneration projects, spans public and private sectors. She is the recipient of Australian Road Research Board's Young Practitioner Award 2016 and Engineering New Zealand's 3M Traffic Safety Innovation Award 2020.

SPECIAL FEATURES

HOW WE BUILT SENSORS FOR CHANDRAYAAN-3 TO NAVIGATE AND LAND ON THE MOON

By Maranganti Sreedevi, AGMP-06

The Leos team

Chandrayaan-3 was one of the high points in my two and half decades of service at ISRO. I'm excited to talk about my team's contribution, experiences, challenges and achievements culminating in Chandrayaan-3's success. I am a Senior Scientist in Laboratory for Electro-Optic systems (LEOS), Bangalore and currently am Deputy Project Director for many missions of national importance like the IRNSS (Indian GPS), INSAT-3DS (weather monitoring) and scientific missions like XPOSAT. It has been my privilege to directly contribute for missions like the Chandrayaan-1/2/3, Astrosat, Cartosat series, RISAT series, Mars Orbiter, and Aditya-L1 providing mission critical star sensors.

About LEOS

LEOS is the lead centre of ISRO for realizing sensors used for attitude control of the satellite, extremely high-precision camera optics of varied sizes, microelectronic mechanical systems and laser-based instruments, scientific spaceload— instruments to study physical, chemical and environmental properties in space and cameras for navigation. In fact, it may be the only unit in the country which specializes in these domains realising instruments with

such challenging specifications. Each system built here is a masterpiece and a culmination of technical skills, effective communication, collaboration and a combined team vision. LEOS has successfully delivered a suite of essential and critical attitude sensors, range and velocity sensors, slope sensors, optical navigation cameras, optics and optical assemblies and scientific payloads suiting the diverse mission requirements of Chandrayaan-3.

Attitude provides information about an object's orientation in space with respect to a chosen reference frame. Attitude control sensors of varied accuracies are the main systems made by LEOS and are also called the 'eyes of the satellite'. These are used by onboard satellite computers to derive the location and orientation of the satellite similar to GPS locations used in mobiles on ground. Precise functioning of these sensors is very important in putting the satellite in the intended orbit by performing the various manoeuvers to reach the final destination.

My team delivered all the attitude sensors for the Chandrayaan-3 propulsion and lander module realised through external vendors working at LEOS

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Maranganti Sreedevi is a Scientist/Engineer-SG at LEOS-ISRO.

and supervised by us. The attitude sensors we delivered were the Sunsensors, Sun and temperature sensor processing electronics and Micro star sensors, that were critical to the mission. Star sensors are the most accurate attitude sensors providing three axis position and orientation information with accuracies of the order 0.002.° They provide attitude by imaging and processing star patterns and work in extremely low light conditions. These are critical for conducting precise orbit manoeuvers spending least amount of fuel, providing accurate pointing of various systems to the targets and obtaining high-quality images with proper location accuracy. The consistent performance of these sensors has led to design of satellites with lower mass and less constraints on launch vehicles.

My role at LEOS

It is my responsibility at LEOS to realise and deliver Star sensors of various types through external vendors. In Chandrayaan-3, Micro Star sensors, a smaller and improved version of existing Star sensors were flown. I formulated the necessary processes and procedures for sensor realisation, created well-defined mechanisms for fault prevention and correction, identified and established state of art test facilities and trained

new vendors in the multidisciplinary activities needed to realize star sensors. As a manager it was my duty to carry out efficient supply chain management, to ensure timely availability of components, schedule and manage the daily operations, carry advance planning and people management for timely delivery of quality products.

Sensors worked fantastically, exceeding our goals

In Chandrayaan-3, the Micro Star sensors were used as the prime sensors to carry out all the five earth-bound manoeuvres, the Lunar Orbit Insertion, Lunar orbit manoeuvres, the lander and propulsion module separation, and finally the Deorbit manoeuvres. It provided the attitude update to maintain satellite orientation in nominal orbit throughout the mission. The robust testing on ground and knowledge thereof obtained enabled post-launch commanding to handle occultation and bright light interferences and ensured availability of at least one sensor data at any time to support the mission without a break.

The Star sensor update in lunar orbit at 30 km was critical to carry out the powered descent and not getting an update was one of the abort criteria. These sensors were also used to calibrate the gyroscope system before landing and provided the initial attitude knowledge before the start of descent phase. The sensor was so robust that it provided three axis attitude information throughout the powered descent till landing on the moon. Post-landing, the data was used to accurately determine the tilt of the lander. The sensor functioned extremely well resulting in huge fuel savings in the lander and propulsion module. This fuel saving enabled conducting the hop experiment—where the lander lifted itself 40 cm on the moon, moved laterally and landed again on the moon surface in response to pre-programmed ground commands, exceeding Chandrayaan-3 mission goals. The experiment is valuable as it will enable future missions to bring back samples to earth by enabling flyback missions.

Challenges and jubilation

The way to success was not smooth. The Chandrayaan-3 mission was undergoing during the COVID pandemic's first phase when there was a lot of uncertainty, major restrictions and health issues. The vendors were new and undergoing training. We encountered many challenges in training the vendors under restricted movement conditions and sourcing

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M. Sreedevi standing in front of the 1:1 replica of the Moon lander and rover

various system elements. I am happy to say that we met deadlines in-spite of pandemic restrictions along with necessary analysis and system improvements to ensure a successful mission.

Over the last decade, I have been the focal point at LEOS for developing vendors in this niche segment of electro optical sensors for space and associated ground segment. Today the trained industry partners are major players in the aerospace sector supporting 'Make in India' efforts and tapping into the global aerospace market. The inherent confidence in the overall system and process put in place by me enabled delivery of Micro star sensors through a new external vendor for Chandrayaan-3.

The jubilation in the mission control room and across various centres of ISRO after successful landing, the thunderous applause and smiles on everyone's face when the rover was rolling down, the excitement of scientists to see data coming from their instruments and the love and admiration we received from people of various walks is something which will stay etched in my mind and heart for a long time. Chandrayaan-3 gave a sense of pride to every Indian and was a culmination of the efforts of a huge team of people contributing at various levels, both technical and non-technical. To have been a part of this great achievement and making the country proud is a blessing in itself.

IIMA research: Households in Covid-19 vulnerable districts bought more gold during pandemic

Households in India's Covid vulnerable districts allocated more gold to their savings portfolio during the pandemic compared to households in other districts, as per an IIMA working paper published on IIMA's website on June 30.

The shift towards gold is accompanied by a shift away from other financial assets and cash. The study captured the variation in the intensity of the crisis using two main indicators: Covid cases per 1,000 population, and satellite-based night-time lights intensity. The survey covered 142 districts across 21 states. The paper said addressing geographical inequalities in the availability of health facilities would assuage the panic among the public and could result in a reduced flight to safe assets such as gold. Furthermore, a better access to financial instruments and institutions can reduce the preference to hoard gold during times of crisis, it observed.

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YOUNG ALUMNI ACHIEVER'S AWARD 2022

The 8th edition of its Young Alumni Achiever's Awards 2022 (YAAA 2022) was held on June 24, 2023 at the IIMA campus. Initiated in 2015, YAA awards are given to its alumni under the age of 45 in recognition of their outstanding achievements and contributions in the areas of Corporate Leadership, Entrepreneurship, Academics, Social/Public Service and Arts/Entertainment/Sports.

The 2022 edition of YAA awards were given away by Professor Bharat Bhasker, Director, IIMA and Professor Sunil Maheshwari, Dean (Alumni and External Relations) in the event attended by students, faculty and the larger IIMA community.

The 2022 YAA awardees are as follows:

Corporate Leadership

1. Mr Aditya Sharma, Partner at McKinsey (PGP 2011)

2. Mr Prabhjeet Singh, President of Uber India and South Asia Entrepreneurship (PGP 2006)

3. Ms Sucheta Mahapatra, Managing Director of Branch International (PGP 2006)

Entrepreneurship

1. Mr Sandeep Deshmukh, Co-Founder of ElasticRun (PGPX 2011)

2. Mr Saurabh Garg, Co-founder of NoBroker.com (PGP 2004)

3. Ms Vineeta Singh, Co-Founder of Sugar Cosmetics (PGP 2007)

Social/Public Service

1. Shri K Thavaseelan, IAS (PGP 2009)

2. Mr Srijan Pal Singh, Former Advisor and OSD to the 11th President of India & CEO and Founder of Kalam Centre, (PGP 2009)

Arts and Entertainment

Mr Tanuj Solanki, Sahitya Akademi Yuva Puraskar Winner, (PGP 2009)

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Corporate Leadership

Aditya Sharma
(PGP 2011)
Partner at McKinsey

- Aditya Sharma is currently leading the Asia Banking Analytics practice. He previously led India's Financial Services and Strategy & Corporate Finance practices.
- He was nominated for Forbes 30 under 30 from India in 2018.
- He is one of the Youngest Partners across leading Professional Services Firms and among the first awardees in professional services in India. He has 8+ publications, including McKinsey's seminal three-volume report on Indian banking and Op-Ed articles.
- He has helped Indian financial institutions to develop a model that simplified access to credit, strengthened financial inclusion, and supported growth in small businesses, in Tier 2, 3 & 4 locations and industrialised analytics across more than 100 use cases at a leading Asian bank.
- He was a core part of the ACT Grants initiative supporting multiple COVID-relief initiatives across India in 2021 and collaborated with a large Indian bank to launch at-scale nationwide digital servicing journeys during the pandemic to support customers in getting remote service without going to the branches.
- He collaborated with IIM-A faculty and alums to develop a 5-year vision and blueprint to enhance institutes' pre-eminence in management education and support developing the next generation of talent.
- He always followed his passion for learning and exploring, even against conventional wisdom. Explored 10+ sectors/functions in consulting — each time learning and unlearning and evolving professionally. He continues to follow his hobbies and interests while focusing on excelling in his professional aspirations.

What does this award mean to you?

It means a lot. It's a real privilege and honour to get this award from IIMA. I was delighted when I heard the news. Being recognized by the illustrious pool of IIMA alumni is truly very special.

You did your summer internships with McKinsey. It's been 12 years; why do you think you've stuck around so long in the same organisation?

You can say it's unusual. We recently met up as a batch and we were just counting how many are still in the organisation and we can only count a handful. I don't think I thought so far ahead. When you are sitting in the summer process, or when you sort of accept the offer as you pass out. You just sort of are excited to kickstart your career and the institute provides a great launch pad. Over the last 12 years honestly, I stayed at McKinsey because it's a truly special unique place. Something that I found that I belong in. Over the years, I have had the opportunities to learn and deliver

impact to clients and communities, I have had exposure to multiple sectors and geographies and worked with incredible people. I would say I had the opportunity to chart my path, what we call 'make your own McKinsey'. I think that it's this combination, which has just kept me at the firm.

Your growth in the firm has been dizzying, you are a Partner at McKinsey and leading their banking analytics practice. You were named in the Forbes India, 30 under 30. What do you think that you did right?

You can't plan these things. I wish I had a clear answer there, A led to B and B led to C. Some of it involves being in the right place at the right time, a lot of good fortune, and a lot of support and help from others. I think what you can do is just always do the best because your reputation and your relationships compound over time. You can never be like, this is just so small, how will this make a difference? When you excel

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at something it opens new doors.

Secondly, it is to back yourself--don't not to hesitate to take chances. For example, sometimes against conventional wisdom, you take a few big bets and that sort of puts you on an accelerated trajectory. For me, that was moving geography. So very early on, I spent a year in Southeast Asia as an associate. As the engagement manager, I moved to the US in the New York office where, being the banking practice, the safer route would have been to get those promotions but I moved when I was in the running for some of those because it was exciting to do, I did it. I jumped onto the analytics bandwagon in 2016-17, when it was still nascent, and sort of shaping the firm's approach towards it working with some of our global leaders. And those were bets, I could not have seen how it would play out. But those were exciting. And so that's why I'm just glad it worked out. I did what I liked, and it fortunately worked out.

You contributed to the seminal report on Indian Banking. What are the 2-3 areas that Indian banking needs to focus on according to you?

If I just take a holistic view, the Indian banking sector's fundamentals are quite strong. Over the last few years, it's delivered high shareholder value, high profits, high ROIs on the back of increasing credit demand and sort of relatively controlled credit costs, as well as increased digitisation. However, there are challenges around the effectiveness of financial inclusion as a sector. I think the challenge is now around margins. So the margins are getting squeezed a bit. Banks are wondering how to maintain the next phase of growth. I think, to your question on what do they need to do? I think there were some urgent fixes which are in place from a sectoral perspective. You have the overall NPS under much better control and so on. Banks have to balance two things-- one is to maintain performance, which needs to also be inclusive and sustainable. The foundation layer for banks is data and technology. A few hours of outage and a data leak in cybersecurity can just throw the bank's operations or the trust of customers.

I think the second set of capabilities are around ops and decisioning. So how do you use analytics for different types of use cases? How do you move away from a traditional front office, back office set up to be zero ops, literally, you don't need operations, right? That's because a lot can be done self service, or to digital. Third is, I think, the next generation of customer engagement, which would be around conversational UX. Gen AI is a big buzzword right now with Chat GPT,

and so on. But how do you make conversation more with customers more conversational, for lack of a better word, so they don't feel they're talking to a bot? Or they're not talking to sort of a templated response, but it feels like a conversation. That's where things are heading. And finally, of course, the need to make sure the right products and propositions are in place. So I think, long story short, I think it's less about urgent fixes, which is there when there is a crisis looming, I think a lot of that is probably in reasonable control. The sector is resilient, strong, but individually, definitely, you can see some banks moving ahead, some financial institutions moving hand along the dimensions that I mentioned, and I think that if everyone sort of can invest more in it, it would, of course, be the best outcome for customers and institutions.

You have been associated with the ACT Grants initiative which made a tremendous impact on the lives of people. Can you share a little bit more about it?

ACT grants collaboration came about during the time of COVID, it is a coalition of private sector players, entrepreneurs, VCs, companies, individuals who came together with more than 300 volunteers. COVID was a very challenging time so it was very fulfilling to collaborate with ACT grants, both personally and also as a firm. During the COVID peak in 2021 the effort focused on few things, oxygen was a big theme which meant sourcing, distributing, managing the last mile for concentrators (around 40,000 concentrators) and 100 PSA plants were installed. The second part of our work was around home services— how do you ease the load on the institutions, what can be managed within the home, so volunteer helplines, medical advice through the right experts easily available, the kits being available in a remote area. Part three was around awareness communication based on the understanding and advice at that time, to provide the channel for the dissemination of the right information. So those were the big focus areas.

What are your aspirations or goals, in your personal or professional life?

It's such a tough one to answer because there are so many things one would want to do. If I think of it, to me, it revolves around friends, family, and health. To me, the people around me are very important— loved ones, family and friends— to spend time with them and experience new things. The aspiration is to do more and more of it, and I am now a father. So we are looking

forward to the journey, as a young family. I like a lot of outdoor activities, sports, and travelling. It's self-serving to try and aspire to be healthy. Professionally, there could be many paths, who has a crystal ball to look to in the future? But if I had to step back and think, at a holistic level, I aspire to be an impact multiplier. What I mean by that is to be able to build something or to be able to deliver or drive change at a scale which is much beyond myself, much beyond my capacity, and something that outlasts me.

Social/Public Service

K Thavaseelan
(PGP 2009)
IAS

• Thavaseelan has a field Posting in Mon, Nagaland, one of the toughest cadres for any All-India Service (AIS) Officer to serve in, as Nagaland continues to witness one of the longest and bloodiest standing insurgencies—one that has existed longer than the Kashmir insurgency.

He urged MNCs to deploy their CSR funds to improve health infrastructure and improve Mon's health infrastructure (equipment & set up a non-profit ward). He set up a price monitoring committee to keep commodity prices in control.

• He installed IT equipment in colleges and schools to ensure that the teaching faculty and students could access information online and consume the same.

• With interventions in the Health Sector, medical services were delivered just outside people's doorsteps unlike before where critical cases were referred outside the district and risked getting serious during transportation.

• The initiatives give one a ring-side view of what can be done in an extremely challenging environment with limited resources. The key takeaway is implementing large-scale initiatives at zero cost to the exchequer in a challenging environment with limited resources.

• Thavaseelan has won the National e-Governance Award 2020-21 (Silver) for 'Use of ICT in the Management of COVID-19' (2022) and Governor of Nagaland's Gold Medal & Commendation Certificate for meritorious service (2020). He was awarded the SKOCH Award for Response to COVID (Silver) (2021) and the SKOCH Crucible Award for Financial Inclusion (2020).

What does this award mean to you?

It is an incredible honour. The fact I have been chosen amongst such illustrious alumni, is a very humbling experience. It also pushes me to do better and better.

What made you make the move to a career in public service?

This was something that I always wanted. My uncle is also in the IAS so he's been my primary inspiration. This was something always in the back of my mind. During my engineering final year, everyone started preparing for the CAT and I prepared as well. Then I got selected in IIMA and started here. My internship was with HSBC markets, I was at the structuring desk. Markets are something that I equally love. But then this [IAS] was something that was a very deep calling. You have a very limited window to try [for IAS] and I took the plunge.

What are some of the unique challenges that you have to deal with working in the North-east?

I come from Tamil Nadu where people as a whole have a certain underlying thread of uniformity. When it comes to Nagaland, it has 16 different tribes; every district is inhabited by a tribe which is in majority and each of them has its own set of customs, their own set of customary laws. So you have to empathize and sort of customize your work to what would best suit them. So I think dealing with those complexities and working accordingly has been a bit of a challenge. But for me, the biggest challenge would be in terms of overcoming resource constraints. Nagaland and most parts of the Northeast don't produce a large amount of revenue on their own. So figuring out solutions, despite resource constraints, is a challenge.

What are some of the most formidable challenges that took you a long time or a lot of effort to sort of overcome?

Sustainability of these initiatives is what is essentially the key factor. After you leave a district, if the initiative falls flat, it really doesn't serve the purpose. So making people own the initiative is sort of the challenge. For example, all these interventions in the health sector we did in such a way that we involved the people, not just the folks from the government or the Health and Family Welfare Department, but the community at large. I think that's something that we've been able to do pretty well, thanks to the fact that in Nagaland, the community sort of comes together when it comes to matters that affect all of them. So the spirit is very strong and social capital is extremely high. So I think that helped us overcome the problem of sustainability.

What are the major things that you are working on right now?

I currently hold three portfolios. I am the principal Director of School Education, the project director of a World Bank-funded project in the school education space and also the CEO of the State Health Authority. In school education, there are two major white elephants. One is the foundational literacy and numeracy alongside the management of our teachers and keeping them motivated. Other challenges include bridging the gap between what's needed and what's currently there, both in terms of physical and digital infrastructure in government schools. The other would be a constant flux in terms of assessment, pedagogical and curriculum reforms and inclusive education-- how do you take care of differently-abled kids, and

provide them with the same platform? And then in the health space, as a CEO of the State Health Authority, we have a CM health insurance scheme and we are ironing out issues and its implementation. It's just been about six months, so that's a bit of a challenge.

What would your advice be to people who want to create meaningful change and impact in a challenging environment?

You have to be patient and resilient; it can become very frustrating but you must keep at it. Most things in life boil down to your attitude. If you can adopt the problem-solver's mindset, keep encountering problems, focusing on the process and trying to move things around the bit, the results will automatically follow. It is about taking complete charge of what you are trying to do and being patient and resilient.

What is your advice for management students interested in pursuing a career in public service?

Public service, at the end of the day, is a calling. If doing the maximum good for the maximum number of people excites you, then this is it. There's no job that's even remotely comparable, in terms of the scale at which you'd be working. The results are not going to be in monetary terms but in terms of blessings, because every single thing that you do, or you don't do, is going to affect millions of people daily.

What are you looking forward to? What do you do for fun? What do you want to do in your personal life?

I love traveling, reading and catching up with friends. So that's pretty much it but I don't get a lot of free time given the multiple responsibilities I am juggling. As part of my Aspen fellowship there is a project that I'm sort of working on, which is sort of a professional as well as personal project and something that's extremely close to my heart. When I was a district collector, we have had multiple instances when people asked for help for healthcare when the family is not able to afford treatment in a private hospital. They could go to the government hospitals but they may or may not have the facility for treating that particular ailment. I am sort of working on trying to build a community insurance model where the whole village or the whole community comes together and puts up premium and the whole whole community is able to access healthcare equitably. It is still early days but if that could successfully be rolled out, my life's purpose will be done.

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Entrepreneurship

Sandeep Deshmukh

PGPX 2011

CEO, Co-founder, ElasticRun

· Sandeep Deshmukh is the Co-founder and CEO of ElasticRun and founded the company in 2016.

· ElasticRun is a Deep-Reach Logistics technology platform, a key player in servicing the low-density remote areas of India. The ElasticRun platform would channel trade, finance, and data of $500 bn consumption in India through its network.

· Currently, ElasticRun's company provides livelihood to over 25,000+ partners with ~1,200+ full-time employees.

· It is handling almost a million shipments per day on peak days. Its FMCG network serves goods of 100+ FMCG brands to 112,000 stores.The company's network has been built to service 28 states and over 400+ cities in India.

· In tie up with banks and NBFCs, It offers credit services to a large number of small Kirana stores.

· Sandeep's vision is backed by marquee international VC investors - Naspers Ventures, Kalaari Capital, and Avataar Venture Partners (previously part of Norwest Venture Partners). Its last funding round was in Oct '19, when it raised Series C funding of $40mn led by Naspers.

· Across all the funding rounds, the company has raised $62mn ($55M in equity and $7Mn in venture debt). As per the Jan '21 offers of investments by VC firms, the valuation of the company stands at $325mn.

· ElasticRun is a pioneer in several technology disruptions in the Indian transportation and logistics space. All technology innovations are protected by patents. The company has filed over five patents in the USA and India. Under Sandeep's leadership, ElasticRun has been able to attract some of the top-tier executives from global organisations.

What does the award mean to you?

This award means a lot. First of all, on the entrepreneurial journey, it is very uncertain. You have near-collapse experiences every single day, and your destination is never in sight. In that uncertain journey, an award like this is a big event. It is a stabilising event, a fact that recognition from his type of teacher cohort or the peer cohort, means something. It is a big motivating factor for the journey ahead.

You mentioned you went and worked for Amazon. What is it that pushed you towards entrepreneurship and towards taking that plunge?

I think the goal of entrepreneurship, that itch, was always there. When I moved from technology to go for the MBA, I think my search was not complete then, I did not know what exactly to do. And I thought that MBA is what I wanted to do. During my time on the campus,

clarity dawned that I need to do something on the creative side and I need to build something. I would have as much as I would have loved to do something straight out of college but that was not possible for me then. Joining Amazon was a great experience. I learnt quite a lot there in terms of building businesses, and then taking the itch of entrepreneurship and execution experience at Amazon, became the right combination to launch this venture.

You started ElasticRun in 2016 and it became a unicorn in 2022. What was it at IIMA specifically that you think helped you to take that leap?

I think two things--this is where I started knowing myself—what I can do, cannot do, what I will strive to do or what will keep me engaged. I realised that I would enjoy building something and creating something. I came in here as a techie—with analytical and straight-

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line thinking, this is where the transition happened from analytical techie to understanding business in business terms.

Elastic Run has done exceptionally well--400 plus brands and 80,000 plus villages and 26 states. What were the key elements that enabled you to grow at that pace?

First of all, the market that you are targeting has to be large enough. Even if you want to build a 50 to 100-billion-dollar company, that market should allow you to build that, the potential has to be there. The second area is, you want to know what you can solve. What we knew was operations and technology. If it was a game which was heavily marketing-oriented, we probably would have lost that match. We stuck to our guns that operational technology and operational skill set were our ticket. We played into the domain where we could establish the product market fit and establish the unit economies. Once that is established, you can scale the business. I think those are three that helped us to win that market. We are nowhere close to the end game yet.

What would your advice be to somebody wanting to go walk in your steps and wanting to start a start-up or take the plunge into entrepreneurship

I will talk about my journey. I always wanted to do an entrepreneurship journey. For a few years, I told myself that if I had more experience, I would be better suited for entrepreneurship. It does not work like that. Even in my job profile, what I did last year does not correlate with what I'm doing this year. So even if you work for five years in some organized setup, there is very little takeaway when you launch because you almost have to build everything from scratch and learn yourself. So you might as well do that straight off the bat. If you want to do it, do it now. There's absolutely nothing that you gain by postponing the decision.

Entrepreneurship

Saurabh Garg
(PGP 2004)
Co-founder of NoBroker.com

· Saurabh Garg and Amit Agarwal co-founded NoBroker.com. It became India's first property tech unicorn, posting a money valuation of $1.01 bn and raising a total of $361 mn from investors, including Paytm's Vijay Shekhar Sharma.

· NoBroker is the world's largest C2C platform helping more than 7 lakh people find a home every year without paying any brokerage. This is a gross transaction value of Rs 64,000+ crore. It helps save brokerage worth more than Rs 4500 crores every year.

· He is a regular speaker at start-up events and forums, including IITs/IIMs/Incubators motivating students and start-up enthusiasts and helping them learn from his experience.

· He is an Advisor/Mentor and angel investor to more than 30 start-ups, many of which have grown to large scale. Three of these start-ups are run by IIMA alumni.

What does this award mean to you?

This award is a special and an important award for me because it's from my alma mater. This award is not for me alone, this is for my co-founders, for the entire NoBroker team, who worked so hard to make this dream a reality. It's important that the Institute thinks that I am on the right track. Getting a pat on the back from people who are much wiser than me feels good. This award also brings me

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a sense of responsibility, to keep striving for excellence, to do better, to contribute back to society back to the ecosystem, to help my fellow entrepreneurs, and to help younger entrepreneurs develop the entrepreneurship ecosystem.

When did you think about being an entrepreneur?

I was very clear from the very beginning of my life that I wanted to be an entrepreneur. I also attempted some startups at IIT during the dot com boom. And I realised that I don't understand the business well. So after IIT, I had two options. Either I could go for a Master's in finance-- I had offers from the London School of Economics and Columbia University. I came to IIM Ahmedabad because I felt that it would give me an overall better understanding of the business-- how companies are built, how companies are run and different parts of business like marketing, strategy and operations. One of the big reasons for choosing IIM Ahmedabad was that I felt it would help me do better as an entrepreneur.

What are the key elements that enabled you to grow NoBroker.com?

We started No Broker with a mission to change the world. We realised that lakhs of people like us or crores of people like us pay a huge amount of brokerage every year, every month whenever they're changing houses or even commercial properties. The amount of brokerage paid in India every year is Rs 140,000 crores. So we were very clear that we have to make this much more seamless and cost-efficient. This is what we started with. Today, we have 16 million monthly active users and there are four or five things which made us succeed. First, focusing on the customer problem was very important. We focused on connecting both parties directly with no broker involved. We also made sure that we kept listening to what the customer was saying; a lot of people make this mistake that after starting the company they stop listening to customers. The customer said they are finding the property but there are other problems—doing legal documentation or finding a home loan. So we launched a lot of these services and made it into a one-stop shop to enhance the customer experience. Third, many people forget that the real estate market is a micro-locality business. You need to have depth in the cities where you are present. So even after almost 10 years, we are present only in six cities but we are the strongest there. Next, I think frugality is very important in a startup a lot of times. One of our competitors, who raised a huge amount of money, spent $20 million in advertising in three months. We spent $20 million in five years of our existence. And lastly, I would say having a great team. You, as founders, can do limited work, your next-level team

needs to be very strong otherwise you will be caught up in just the operational issue.

What are your thoughts on the path to profitability for the start-ups in the Indian ecosystem and specifically for NoBroker?

For any company that exists, there are two objectives. One is to solve a customer problem, and make things easier for the customer and the second, is to generate profits for its shareholders. It doesn't matter whether it's a startup, whether it's a listed company, whether it's a traditional company, I think this is a reason for existence. So clearly, profitability is at the core of what a company should be doing. So at No Broker, we had two choices very early, should we be small and become profitable very quickly? Or should we become very large, and become very profitable? I think that's what we made because it's a huge network effect business. So we said, let's let the network effect come in, that the snowball effect comes in, and the profitability will follow that path. So that's where we are. We think that we will hit profitability in the next 18 to 24 months. It seems very possible to do that. We're on the right track. The metrics are looking good. And I think the current environment, the current ecosystem, has matured a lot from saying growth at any cost to saying sustainable growth. You know, everybody's asking the right questions, what are unit economics? When is EBITDA coming? So I think it's great. It's great for the entire startup ecosystem in India because we will generate a lot of companies who will, who will create value for the shareholders.

What would your advice be for people looking at entrepreneurship as a career?

My advice would be that, like, I always say that this is the best time to start a company in India. India's at a place where it's going to be a global economic superpower in the next couple of decades, probably the second-largest economy. People should think of entrepreneurship as an option.

There are 4-5 learnings I have from my experience. First is to focus on the customer's pain point and never stop listening to the customer. Second, make sure that you know the business or the market is large enough to justify taking this risk. Thirdly, a team is very important, you should make sure that your next level of the team is as good or better than you because those are the guys who are going to make your dream into reality. Fourth is persistence-- entrepreneurship is not easy, and being illogical at times is important. Lastly, it is a very lonely journey, you need to have great co-founders because when the bad times happen, it's only the co-founders who understand each other and can support each other.

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THE WIMWIAN

Social/Public Service

Srijan Pal Singh

(PGP 2009)

CEO and Founder of Kalam Centre

· Srijan Pal Singh was the Advisor and OSD to the 11th President of India, Dr. APJ Abdul Kalam (2009 to 2015). He was instrumental in designing the PURA (Providing Urban Amenities in Rural Areas) scheme and bringing various PURA complexes across India, benefiting over 10,000 villages across a single knowledge platform as envisioned by Dr. Kalam.

· He is the founder of Homi Lab: A unique venture to provide low-cost, high-quality education on the subject of "Future" to all learners worldwide.

· He was stationed in high-threat Naxalite areas of Rayagada (Odisha) while working on an UN-WFP case. He dealt with great difficulties in the remotest of the villages that lack basic amenities for implementing the PURA project.

· He founded the Kalam Bharat Fellowship, where 600 teachers were recruited to act as auxiliary teachers across 300 govt schools and children correction centres across India, directly providing training in emerging skills to over 150,000 children from disadvantaged communities.

· His lessons from the UKCA Mars Mission India project were taken to underprivileged children in multiple languages free of cost. Department of Personnel and Training roped in Srijan and Kalam Centre to lead the work on drawing a plan towards making a lean and flexible governance model to respond to the changing environment rapidly.

· He is the Chief Mentor and Founder of Kalam Centre (cofounded with Dr. APJ Abdul Kalam): The Kalam Centre runs 400+ free libraries across India in fourteen states catering to the most marginalised sections of society.

· Two of his books were nominated in their category's top 5 best sellers in the prestigious Raymond Crossword Book Awards. He was awarded the 1st Distinguished Alumni Award by Dr. APJ Abdul Kalam Technical University (with an alum base of over 600,000 graduates) and the Distinguished Innovative Leadership Award by the Lucknow Management Association in 2019.

· He was featured in Forbes India magazine as one of the leading changemakers of India and has written 14 books, including three as co-author with Dr. Kalam.

What does this award mean to you?

I am grateful to IIMA for bestowing this wonderful honour. It means a lot because it comes from the institution, which has given me so much. It is just like homecoming to me.

IIMA students do not usually have public service as a goal when they come here. How did you begin your journey in public service?

Well, I think it is something which is a continuous process in life. So when I came here, I had a sense that I needed to do something more than what you would ordinarily associate with an MBA course. And I always believed that IIMA is not necessarily a standard business administration setup. It's a place where leaders are built. Leaders go in a variety of spaces to create a positive impact. IIM Ahmedabad, injects you with the confidence, to say boldly that 'I may stand apart, I may not do the usual thing but I will do it fearlessly'. I remember my professors, who would encourage me to think beyond the ordinary. Thirdly, the thing that IIMA stresses very beautifully, which helps in public services, is integrity. So I think this combination of values ended up giving a young student the confidence to do things.

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When you were on campus, Dr APJ Abdul Kalam was taking the GRIT--Globally, Resurgent India through Innovative Transformation--course.

I took it in 2008-09, in my second year. I was the student president and general secretary of SAC. I was the biggest oddball on the campus back then. So I was coordinating that course and it was the first edition of the course. So everything had to be set in place. And, of course, Dr Kalam had just retired as the president in 2007 so it was his first year as a professor at IIM, Ahmedabad so he was still building up the course. I think I must credit IIMA for making that meeting with Dr Kalam happen. He was very respectful, he held youngsters in great high regard and gave us all an opportunity to be heard. And some of us in our batch did remarkable projects as he was there to connect you with the right person. So I think that long spell of about four months shaped me and that GRIT course became a life-changing event.

I was awarded the KVS Gold Medal, for being the best all-rounder student. So after graduation was over, I was about to be placed in the Boston Consulting Group. So I went to meet him. I showed him the medal. And then he gave me perhaps the best lesson a teacher can give. He said, "Okay, you've got a gold medal, which means that you're good. You've got good grades, which means you've got a good education. IIMA is a great brand. So you've been lucky to be a part of it. So now tell me as a person who's just got out of education, you've got all this degree? how will you use all this to change the world because that's what education is supposed to do." He asked me to write it out. He gave me five minutes to write that down in front of him. That mini-essay was an enlightening eye-opener. The answer to that, I am still figuring out.

What was it like really working as an advisor and as OSD to Dr Kalam?

For me, it was like working with your superhero and a childhood dream. Of course, there were challenges-- he was a multi-dimensional person, and he was interested in medicine and space and nuclear sciences, quantum physics and engineering environment, space-based solar power and so on. So every day, you would meet 3-4 different challenges. But each one of them is a world-changing or potentially world-changing idea. You only meet good people, because only good people will approach him and people who have some sound ideas or great intentions would come and approach him. I think Dr Kalam, more than just a scientific figure, was also a man of great happiness. One thing he taught me is that your happiness is often a matter of choice. Doesn't matter what the situation is, you can always deal with it with calmness, patience, compassion, kindness and smile. So not just a missile man, I think he was a smiling man.

When I started working with him, he said, for three months, I will send you across India. I thought I'd go to some Hi-fi labs but he started sending me to villages. He said, "You have to study this person about this, and that person about this," about how they are changing society in their micro-ecosystems. Some of those people were quite big. Bharat Ratna winner Nanaji Deshmukh was one of them. Dr Kalam gave you that opportunity to learn not just from him, but the entire ecosystem, which is built around him. And that ecosystem survives even today.

What's your, you know, your philosophy or the go-to strategy or the problem-solving framework or decision-making framework that you use?

Let me structure this answer in a way that if somebody wants to do this, what is the path? I think in life, the sooner, the better. The sooner you decide your aim, the sooner you get a structure, whether you are moving daily or weekly towards that dream. The second thing is defining your brand, 2-3 things which you want to be known for in life. Brands take time to build, it may take you decades or it may be a lifelong pursuit. It will set a boundary to where you can venture and when you cannot. Now, having done that, there will be tactical decisions which you will have to make daily. Remember one thing, anything which keeps you inherently unhappy for more than a week is not worth doing. That's where I think daily diaries and daily reflection help you. Success is when you're happy when you get a good night's sleep and wake up the next morning. If it's not the case, that's a problem. Also, in life, there will be more failures than successes. What seems to be a failure is a correction on the path, you are being stopped from doing something you were not supposed to do. So failure sometimes opens opportunities to learn. In my case, I had to repeat my first year at IIMA due to my health. That is when Dr Kalam came to teach in IIMA so had I not failed, I would not have met him. Life had a plan.

Arts/Entertainment

Tanuj Solanki
(PGP 2009)
Sahitya Akademi Yuva Puraskar Winner

· Tanuj Solanki is an award-winning fiction writer with four book-length works published by major Indian publishers, with some of the stories optioned for screen and stage adaptation.

· Tanuj received the Sahitya Akademi Yuva Puraskar (the highest award in India for an outstanding work of literature by a writer under 35) for his short-story collection, Diwali in Muzaffarnagar.

· His work, Neon Noon, was shortlisted for the Tata Lit Live First Book Award 2016.

· Tanuj's work was recently included in Aleph Book Company's A Case of Indian Marvels, an anthology of the works of the best Indian writers under the age of 40.

· The Machine is Learning was longlisted for the JCB Prize for Literature (the richest prize for novels in India) in 2020.

· His prominent works include Manjhi's Mayhem, The Machine is Learning, Diwali in Muzaffarnagar, Neon Noon, A Case of Indian Marvels, and Out of Print, Ten Years: An Anthology of Series

· Several of Tanuj's stories have been optioned for adaptation into movies/tv shows. His short stories, reviews, and articles have appeared in Vogue India, The Caravan, Scroll.in, and numerous other publications.

· Tanuj's fourth book, a novel titled Manjhi's Mayhem, was published by Penguin Random House India in November 2022. It has been called 'Indian noir at its finest' by Sudip Sharma. Tanuj is known for his deep dive into the world of Artificial Intelligence and people's lives. He has been acknowledged by various prominent newspapers and is praised for his fresh and fantastic writings that make ordinary characters immensely likable for the readers.

What does the award mean to you?

First of all, it's a big thing that one is considered young. Secondly, this is IIM Ahmedabad. When they call you back a decade or more after graduating, it's quite a feeling. I am humbled and honoured.

How did you end up being a writer after graduating from IIMA?

I come from a small town Muzaffarnagar, Uttar Pradesh and the path for if you do well in school is pretty much clear. You come from a certain background, your father's in a government job etc. So it is pretty obvious that you will take the sciences, physics, chemistry, maths, and then engineering and then if you have it in you to become a good engineer, then great. If not, then what is the next best thing you realise about the biggest competitive examination in India--either the IAS exam or CAT exam? So that path was very clear to me ever

since my school days.

But even in school I used to love languages and I used to finish the prose and poetry books as soon as we received them. So there was this awareness that I am someone who likes languages the most. Whenever I had free time. I wouldn't be solving puzzles; I would read a short story or something like that. And sometimes during my engineering in Jaipur I was in NIIT I started blogging-- some poetry, some short essays. And even then the idea that I would become a writer did not exist but I enjoyed that.

In IIM Ahmedabad, the first year just vanishes in academics. But during the second year, you get a lot of free time and you have electives to choose and if you allow yourself to be a bit distant from the competition, then you can enjoy your second year. So I did that and I found a lot of time to write. And I used to post those poems on our student board, it was called the

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Debabble. Six or seven people would read them and I thought, this looks like the thing that I'll always do whenever I have the time to do what I want. But the awareness that I will become a writer, or I must become a writer, didn't exist in my IIMA years. I think it was one or two years after that, that I gave it a serious shot. I wanted to see my short story published in a good place, that was the limit of ambition.

Your short story collection Diwali in Muzaffarnagar won the Sahitya Akademi Yuva Puraskar in 2019. What was the inspiration behind those short stories? And could you just share a little bit about the short story collection itself?

Diwali in Muzaffarnagar was my second book. By then, I was a bit of a writer, one book had been out. The first book was not a very personal book in the sense that it didn't link back to where I come from, or what my experience has been. I wanted the second one to be personal. I come from Muzaffarnagar and I imagined seven or eight people like me who had left the city after studies. I imagined that they were all classmates in a school in Muzaffarnagar. They have studied hard and they have rocketed out of Muzaffarnagar, some are in the US, and some are in Bombay, but their families are still there so they have to return. This, I realised, would be very fertile ground for cooking up stories, this is what we writers call 'conflict'. And it turned out that it was a pretty new thing and it hadn't really been captured a lot in Indian writing in English and then it won this award. So it simplified the path for me as a writer in that it ensured that if I wrote another book, the publisher would read it. I think Diwali in Muzaffarnagar was a turning point in my journey as a writer.

What is your process for developing characters?

In the US, you learn writing, there is a course called Masters of Fine Arts in Creative Writing. In India, there is nothing like that. So as a writer, you develop your templates. You have your theory of how characters are built which may not be like if the professor of MFA would teach. So if I have to make a person believable I ask myself-- Who is the person? Their physical attributes? Where do they live? Where do they work? Who do they work with? How do you travel from point A to point B, How do they relate to the people in their lives? If you just spend time populating that list, suddenly you know who the person is.

How do you manage your day job with your writing?

I must say that if you just become a writer, it will not make enough money for you. So my advice to everyone is to not become a writer, because sadly, the economy doesn't allow that. There are very, very few people who make a living, just writing for newspapers or magazines. Therefore, I have a day job. Because I have to be a writer, I have to do a job that gives me time. This is not to say that it's not a tough job. And whether you want to or not if you do well, they promote you and then you find yourself in a position where you're responsible for other people's careers. So yeah, I've been managing. I think I've been pushing myself too hard, at least for the last six, or seven years in both spheres. But something will have to give because I'm reaching a point where it's not sustainable. But let's see what happens. I don't know. The best would be if IIMA starts a creative writing course and I teach it.

Piece of advice for anybody who's thinking of doing what you're doing?

If you are thinking of writing, it will take time for you to be good. You want to become a writer because you suspect you have talent. But talent doesn't get you anywhere without consistency. It is like a sport. You need to show up every day for training. Writing is pretty much like that. It is a life decision. Because once you decide to be a writer, there's not a moment in your life when you are not writing. It is tough, almost like a spiritual call. So do it only if you feel very, very, very inclined to do it, and you cannot, not do it.

These interviews have been edited from video transcripts for brevity.

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THE IIMA
HEALTHCARE SUMMIT 2023

(From left to right) Pankaj Patel, Chairman, IIMA Board of Governors and Chairman Zydus Lifesciences, Manish Gupta, Chairman of Indegene, Prof Bharat Bhasker, Director of IIMA and Dr Mansukh Mandaviya, Hon'ble Minister of Health & Family Welfare and Chemicals & Fertilizers, Government of India, inaugurating the 2023 IIMA Healthcare Summit.

The first edition of the IIMA Healthcare Summit was held on August 5, 2023 and jointly organized at the IIMA campus by the IIMA Healthcare Alumni Special Interest Group (SIG) and IIMA's Centre of Management of Health Services (CMHS). The theme for the event, 'Catalysing Innovation – Startup Ecosystem and Policy Research', reflected IIMA's commitment to foster innovation and drive transformative changes in the healthcare sector.

Over 300 professionals and entrepreneurs from leading healthcare enterprises attended the event. The summit featured two tracks, each focused on a crucial aspect of healthcare innovation. Track 1,

A packed RJM auditorium listening to Keynote Address by Dr Mansukh Mandaviya, Hon'ble Minister of Health & Family Welfare and Chemicals & Fertilizers, Government of India

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CAMPUS PULSE

'Healthcare Start-up Ecosystem', was conducted by the Healthcare SIG, while Track 2, 'Policy Research', was conducted by CMHS. The inaugural and closing sessions were common for both tracks, making it a comprehensive and engaging experience for all attendees.

Keynote Address by Dr Mansukh Mandaviya, Hon'ble Minister of Health & Family Welfare and Chemicals & Fertilizers, Government of India

The chief guest for the event was Dr Mansukh Mandaviya, Honourable Minister of Health and Family Welfare and Chemicals and Fertilizers, Government of India. Manish Gupta, IIMA alumnus and Chairman, Indegene, welcomed the dignitaries and attendees, setting the context for the day's proceedings.

Prof. Bharat Bhasker, Director, IIMA, in his opening remarks, expressed that the deliberations in the summit would lead to newer thoughts and could rekindle ideas, powered by the application of relevant technology to the healthcare sector.

Pankaj Patel, Chairman, of IIMA Board of Governors and Chairman, of Zydus Group, in his inaugural address, highlighted how the world is seeing a wave of startups that have the ability to usher in growth and innovation for the healthcare industry.

Dr Mansukh Mandaviya delivered the keynote address for the Summit speaking about India's achievements in the healthcare sector, highlighting special achievements during the Covid pandemic, and about the government's various plans to strengthen and expand the sector towards the national goal of a healthy India.

During the inaugural session, IIMA alumni, representing the PGP batch of 1994, formally signed an MOU with Prof Bharat Bhasker, Director IIMA, signifying the batch's generous

Students interacting with Hon'ble Minister on COVID Management

financial support to CMHS.

Dr Mansukh Mandaviya also took the opportunity to interact with current IIMA students, to understand their views and suggestions regarding the healthcare scenario in the country.

Track 1 included thought-provoking panel discussions and a competition for healthcare startups.

The first-panel discussion on the topic, 'Entrepreneurial Journey: Learnings, Insights, and Experience', was moderated by Alka Goel, IIMA alumnus and founder of Alkemi Growth Capital. Distinguished panellists, including Rizwan Koita, founder of CTS Tech and Koita Foundation, Siddharth Shah, co-founder of PharmEasy and API Holdings, Om Manchanda, Managing Director, Dr Lal's Pathlab, Prem Pavoor, Senior Partner, Eight Roads Ventures, and Prashant Warrier, Co-Founder and CEO, Qure.ai, shared their entrepreneurial experiences.

This was followed by a panel discussion on the topic, 'Role of Government and Academia in Shaping Policy for Enabling Innovation', moderated by Dr Shailesh Ayyangar, Value Accelerator and Healthcare Sector Advisor at Goldman Sachs Asset Management. Panellists included Hiranmay Mahanta, CEO of I-Hub Gujarat, Rajiv Raghuvanshi, Drug Controller General of India, Vikram Pagaria, Joint Director, National Health Authority, Dr Abdur Rub, CEO of IIT Bombay's Bioengineering Translational Centre, Raja Jain, CEO of Pada Ventures, and Prof Rakesh Basant, Professor at IIM Ahmedabad.

The next session was a key event at the Summit – the Startup Competition, aimed at encouraging entrepreneurship by providing a platform to Indian healthcare-focused startups. The SIG received over 80 applications from outstanding startups in a variety of subsectors, including healthcare services, consumer health, med-tech, life sciences and drug discovery. The startups were classified into two groups

CAMPUS PULSE

MOU Exchange Ceremony for Funding CMHS by PGP 1994 Batch

(Group A - startups founded during 2017-20, and Group B – startups founded after 2020). Five startups were shortlisted from each group, and two in each group received awards. The Healthcare Startup contest was judged by a panel of eminent professionals in the healthcare sector. Devdutt Marathe, an IIMA alumnus, provided introductory remarks regarding the Healthcare Startup competition. Ulhas Joshi, an IIMA alumnus, delivered the concluding remarks for this session. The competition was conceptualized and executed by IIMA alumni Alka Goel, Devdutt Marathe and Varun Jhaveri. The winning participants received their awards from Ms. Aparna S., Secretary, Department of Pharmaceuticals, Government of India.

Track 2 focused on Policy research. The session was moderated by Prof Tarun Jain, Chairman, CMHS. Six eminent speakers from academia and research provided valuable insights to a well-attended audience.

☐ Prof Viswanath Pingali, from IIMA, presented his paper, 'The Cost of the Missing Patient'.

☐ Prof Anindya S. Chakrabarti, from IIMA, enlightened the audience with his work titled, 'Technology Change as a Paradigm shift? Evidence from Electronic Medical Records.'

☐ Dr Kailash Gupta, IIMA alumnus, discussed 'Tissue and Organ Transplantation from Unidentified Disaster Deceased'.

☐ Dr Ashish Sachdeva, from the Indian School of Business, presented 'Using Dynamic Financial Incentives to Increase Physical Activity'.

☐ Prof Namrata Chindarkar, from IIMA, spoke on, 'Access to Improved Sanitation and Dietary Diversity.'

☐ Prof Anuj Kapoor, from IIMA, presented his work 'Does Access to Human Coaches Lead to More Weight Loss than with AI Coaches Alone?'

The two tracks converged for the final part of the Summit with an insightful conversation moderated by Prof Arvind Sahay of IIMA, with Pankaj Patel, Chairman, Zydus Group and Chairman, IIMA Board of Governors. Patel shared his experience of building the Zydus group over the past few decades, providing a valuable source of learning for all.

Ms. Aparna S, Secretary, Department of Pharmaceuticals, Government of India, delivered the valedictory address and dwelt on various issues related to government-industry-academia interaction on healthcare issues. In response to a question from the audience, she readily assured encouragement and support to IIMA's health-tech-focused initiatives such as a Hackathon, and more.

This was followed by concluding remarks by Prof Viswanath Pingali, IIMA, and Sudarshan Jain, IIMA alumnus and Secretary General, Indian Pharmaceutical Alliance. Anurag Choudhury, AVP, Alumni and External Relations delivered the vote of thanks.

The Healthcare Summit was the result of several months of focused planning and diligent execution by the core organising team comprising members from the IIMA Healthcare Alumni SIG, CMHS and various IIMA officials. Encouragement from Prof Bharat Bhasker, Director, IIM Ahmedabad, and support from Prof Sunil Maheshwari, Dean – Alumni and External Relations and Col Amit Verma (Retd), Chief Administrative Officer facilitated the smooth execution of this Summit.

The success of our IIMA Healthcare Summit can be attributed to the support of Mankind Pharma, ChrysCapital, Indegene, Sun Pharma, Abbott and Zydus–our Platinum sponsors; Intas, Cipla and Microlabs our Gold sponsors and Pfizer– our Silver sponsor.

The IIMA Healthcare Summit is envisioned to be an event that garners recognition as a must-attend event in India, akin to some prestigious international healthcare events in the US. This summit aimed at receiving support from healthcare associations, start-ups, and academic and research institutions, fostering a conducive environment for collaboration and innovation in the healthcare sector.

With its distinctive agenda, esteemed speakers, participation of prominent stakeholders, active involvement of healthcare-focused alumni, current students and faculty who helped in various aspects of the Summit, and support services at IIMA, this IIMA Healthcare Summit was a milestone event at IIMA, seeking to catalyse innovation, foster partnerships, and help shape the future of healthcare in India.

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Ashu Khullar Talks about the Indian Economy at the Red Brick Summit

IMA's Beta - The Finance and Investments Club, Students' Alumni and External Relations Committee (SAERC), and The Red Brick Summit (TRBS) hosted Mr. Ashu Khullar, the CEO of Citi India & Cluster Head – South Asia and an IIMA alumnus, at the campus on 29 September 2023. It was a day filled with insights, nostalgia, and inspiration as Mr. Khullar delivered an enlightening session on 'Banking the 5 trillion Goal in India's Decade'. His profound industry knowledge and visionary outlook left the audience motivated and inspired to contribute to India's economic growth. Following the session, Mr. Khullar engaged in a fireside chat with our students, wherein he shared his experiences, challenges, and memories of his journey from the batch of 1988 to his current role as the leader of Citi India after 35 years of service. He then took a trip down memory lane by revisiting his campus days through a tour of the Vikram Sarabhai Library, CRs, his dorm, and finally the Archives office.

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The 'CRs' on Campus: Ever evolving Classrooms at IIMA

Classrooms have been spectators to IIMA's growth since the 1960s. They have served as catalysts, propelling the growth and fostering an environment conducive to learning and innovation. These spaces, over the years, have witnessed countless moments of inspiration, and intellectual exploration.

Furthermore, we are thrilled to note the addition of a state-of-the-art New Academic Block on our new campus. This functional facility adds eight more classrooms, further enhancing our capacity to provide exceptional education. As also highlighted in our 60th Annual Report for the 2021-22, "all classrooms are networked and equipped with a projector, a PC and a DVD player. Some of these classrooms are equipped with a video conferencing facility as well. All the classrooms are equipped with new age technology-based AV facilities to conduct classes and sessions in Physical, Online and Hybrid modes. Uninterrupted power systems have also been installed to ensure uptime of power 24/7." This expansion signifies our commitment to continuous improvement and meeting the evolving needs of our students.

But how did we reach this stage? How did we start in 1964 during the first PGP? When did we shift to the main campus, and what were the classrooms like at that time? When were the permanent classrooms completed on the main campus? When did we add additional classrooms, such as Academic Block 1 on the New Campus? And when were the new classrooms in the New Academic Block (Academic Block 2) completed? Our article aims to provide answers to these questions.

"Since the Institute did not have a campus in its early years, flats belonging to the Gujarat Housing Board were hired to house the PGP students in 1964; the classes were held in the rooms of the Ahmedabad Textile Industry's Research Association (ATIRA)" (Brick by Brick, Newsletter of the IIMA Archives, Vol. 1, Issue 1, September 2022, p. 8).

That time, the institute was paying rent for these classrooms, as Prof. Vijaya Sherry Chand notes in *Not Yet 25: IIMA in Louis Kahn's Designs and Pranlal Patel's Images, by Vijaya Sherry Chand, IIMA Archives, January 2023* (VSC-NY25) "Halls were taken at the Ahmedabad Textile Industry Research Association

(ATIRA) on an annual rent of Rs 5000 plus electricity charges, to serve as classrooms for the initial batches of the postgraduate programme that began in 1964" (p. 8). See figure 1 from the PGP inauguration, 1964 & Classrooms at ATIRA.

In 1966, the institute relocated to its current main campus, as a result, a temporary shed was utilized as classrooms, eliminating the need to pay rent for the 'classrooms' as Prof. Vijaya highlights this development

PGP Inauguration, 1964 MBA Classroom (Instructors-Prof. Warren Haynes and Dr. V. L. Mote), 1964.Source: IIMA Archives

in VSC-NY25, stating, "the Board authorized the construction of a temporary shed to serve as classrooms for the students. This was built near the present fitness centre on the Main Campus and later demolished. By 1966, the locus of academic activities had shifted to the 'red brick' campus" (p. 8).

During this time, significant campus construction took place, culminating in the establishment of six permanent classrooms by 1974. These classrooms, designed by renowned architect Louis Kahn, then, had a capacity of 60 students and can be considered the first permanent classrooms on campus, as Prof. Vijaya notes in VSC-NY25 "Classroom Complex (CR-1 to CR-6) completed in 1974" (p. 11).

By 1986, there was a pressing need to upgrade the facilities at the institute. The issues concerning acoustics
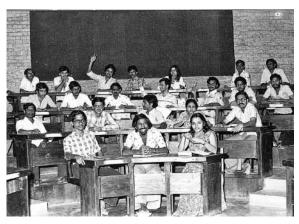
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and climatic controls were being addressed, as noted in the minutes of the Board of Governors meeting on

Classrooms on the iconic main campus, (based on VSC-NY25)

: Class in progress, 1982. Just the blackboard and a chalk box on the table, but note the overhead projector screen (above the board) which could be pulleddown if needed. Whenever it was needed, the projector would be pulled out of a cupboard behind the blackboard wall. The furniture is clearly visible—swivel chairs fixed to the ground, and tables. Source: IIMA Archives.

Classrooms on the iconic main campus, (based on VSC-NY25)

Class in progress, 1982. Just the blackboard and a chalk box on the table,

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cupboard behind the blackboard wall. The furniture is clearly visible—swivel

chairs fixed to the ground, and tables. Source: IIMA Archives

Classrooms on the iconic main campus, (based on VSC-NY25)

Class in progress, 1980. Note the extra chairs placed in front of the fixed seating—to

increase the classroom capacity. The instructor stands in the well of the amphitheatre

and has the freedom to move up and down the aisles between the seating segments

or even behind the students. The instructor in this photograph is Dr. C. Rangarajan

(born 1932), an eminent economist who later served as Governor of the Reserve Bank

of India (1992-1997) and as Governor of the Indian state of Andhra Pradesh. He was

honoured by the Government of India with the Padma Vibhushan, the second-highest

civilian honour, in 2002. Source: IIMA Archives

August 20, 1986. "Board agreed that it would be necessary to find a viable and integrated solution to the problems of acoustics and climatic control in view of the prohibitive cost of air conditioning the classrooms."

During this period, the institute was undergoing significant computerization, although the introduction of computers at IIMA had occurred in the early seventies. This development facilitated the implementation of computer projection systems in the classrooms, greatly enhancing the teaching and learning experience.

A special report on 'Computerization at IIMA,' published in the 'Alumnus' (Vol. 22, No. 1, January 1990, IIMA Archives) emphasized the impact of this advancement. It stated, "use of computers by PGP, FPM and FDP participants has gone up substantially since the opening of a PC lab exclusively for them in 1986. Use of computer projection systems in the classroom where the image on the PC is reflected on a much bigger screen has made, both, teaching and learning more effective and enjoyable". The report also highlighted that many instructors had begun extensively

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Classrooms on the New Campus
Source: IIMA Archives

incorporating computers into their classroom instruction.

On November 16, 1992, during a planning committee meeting, it was suggested to introduce cordless microphone systems in classrooms and replace the traditional blackboards with whiteboards. This change was deemed more convenient and less hazardous to health.

By 1997, there was a high demand for computer-based projector systems for classroom presentations. The institute had a portable projector with a notebook, but it was insufficient to meet the then existing demand. It was felt that the classrooms needed to be redesigned to accommodate this technology (Source: IIMA Alumnus, Vol. 29, No. 3, September 1997, p. 10, IIMA Archives).

In 1999, there were discussions about improving the electrical infrastructure including the installation of air conditioning to the classrooms. The building committee approved the appointment of Shri Mukesh Shah as the regular AC consultant and SMPS Consultants, who had

previously worked with the institute, as the electrical consultant for classroom air-conditioning.

Additionally, the lighting in the classrooms was considered inadequate, as the average lumens at that time were only 65, which did not meet the then existing international standards. The building committee meeting in August 1999 discussed plans to improve the lighting situation.

Overall, these changes and improvements aimed to enhance the learning environment and provide better facilities for students and faculty.

During this period, there was a growing need for more classrooms with larger seating capacities. As a result, the first phase of the New Campus development was being planned. Construction began, and by 2005-06, according to the annual report (2005-06), "5 classrooms with a capacity of 80 each" were completed and in use. These classrooms are now part of Academic Block 1 on the New Campus. At that time,

the institute already had 11 classrooms in use, with 6 on the main campus and these 5 on the new campus.

In the following year, 2006-07, two more classrooms with a capacity of 80 were added in the IMDC. Later, in 2011-12, minor renovations were undertaken for the main campus classrooms, including the "classroom terrace arches." Additionally, in 2013-14, a flat-floored seminar room was converted into a 60-seater theatre-style classroom to meet the increasing demand for short-term courses (Source: AR, 2013-14, IIMA Archives).

In the year 2014-15, as a crucial aspect of the infrastructure development, the institute planned to construct a new classroom complex within the then upcoming New Academic block. This project was part of broader efforts to enhance the facilities. Moving forward to 2016-17, the annual report highlighted the issuance of a letter of intent to the HCP Design Planning & Management, as the firm was entrusted

41. Class in progress, 1982.

Recreation of 1982's classroom (see figure 3) in 2022 by Prof. Chinmay Tumbe

with the responsibility of designing the new academic block for the new campus.

During the period, contributions were received from the alumni for the restoration and upgradation of some classrooms, on the main campus.

Eventually, at the same time, the design phase for the New Academic Block on the New Campus commenced in 2017-18, followed by a meticulous tendering process and obtaining the necessary permissions from the Ahmedabad Municipal Corporation (AMC). Finally, in April 2019, the construction work began, and after several months of dedicated efforts, the project was successfully completed by late 2022.

These eight state-of-the-art classrooms, now known as the classrooms of the New Academic Block, are currently in use, marking a significant milestone in the history of the institute.

It is fascinating to witness the continuous evolution and progress of the classrooms and their facilities. As a testament to this, we invite you to explore an intriguing recreation of a 1982 classroom in 2022, meticulously crafted by Prof. Chinmay Tumbe. This recreation serves as a captivating reminder of how the iconic classrooms with vintage furniture have provided an exceptional learning environment for our students.

Note: Currently, in the Old Academic Block (AB 1) on the New Campus, there are 5 + 1 classrooms in operation. Specifically, CR 7-11 and CR 12 are functional. CR 7-9, with a capacity of 104, is designated for the PGP programme. CR 10-11, with a capacity of 103, is allocated for PGPX. Furthermore, on occasion, some seminar rooms are utilized as classrooms for elective courses. Additionally, CR 12, with a capacity of 40, is designated for IMDC for MDP programmes (along with 2 classrooms at IMDC).

In the New Academic Block (AB 2) on the New Campus, there are 8 classrooms available. These classrooms are distributed across the first and third floors, with 4 classrooms on each level. These classrooms, ranging from CR-13 to CR-20, have a capacity of 98 and are primarily used for the PGP programme. Notably, CR-16 is specifically designated for PGP FABM. We extend our gratitude to the PGP and PGPX programmes officers for providing us with these details.

—IIMA Archives (2023, September). The 'CRs' on Campus: Ever evolving Classrooms at IIMA. 'Brick by Brick', Quarterly Newsletter of the IIMA Archives, 2(1), p. 7-12.

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RESEARCH AT IIMA
THE INSTITUTE'S TOP 25 WORKING PAPERS

Rank	Working Paper	File Downloads				Abstract Views			
	Click on a column heading to sort by a different category								
		2023 08	3 months	12 months	Total	2023 08	3 months	12 months	Total
1	Tracing Economic Policies to Ancient Indian Economic Ethics **Satish Y. Deodhar**	19	19	19	19	12	12	12	12
2	Theory of Planned Behaviour Approach to Understand the Purchasing Behaviour for Environmentally Sustainable Products **Bipul Kumar**	18	33	78	376	54	109	299	1,615
3	Diversity and Inclusion at the Workplace: A Review of Research and Perspectives **Nisha Nair and Neharika Vohra**	6	15	46	220	23	62	217	862
3	A THEORY OF TAX EVASION IN DEVELOPING COUNTRIES **Errol D'Souza**	6	24	80	495	21	72	306	1,837
5	Gold in household portfolios during a pandemic: Evidence from an emerging economy **Oindrila Chatterjee, Balagopal Gopalakrishnan and Sanket Mohapatra**	5	10	10	10	5	14	14	14
5	Derivatives Pricing using QuantLib: An Introduction **Jayanth Varma and Vineet Virmani**	5	11	25	196	10	25	79	435
7	Do firms respond to commitments on climate change? Impact of COP21 on investment intensity **Pramendra Singh Tank, Sanjay Kumar Jain and Balagopal Gopalakrishnan**	4	4	4	4	10	10	10	10
8	Value Addition to Local Kani Tribal Knowledge: Patenting, Licensing and Benefit-Sharing **Anil K. Gupta**	3	10	16	142	4	37	99	1,095
8	COVID-19 and Period Products Usage among Menstruating Women in Urban and Rural India **Karan Babbar and Pritha Dev**	3	5	18	59	55	59	78	169
8	Right to Fair Compensation and Transparency in Land Acquisition, Rehabilitation and Resettlement Ordinance 2014: A Process Perspective **G. Raghuram and Simy Sunny**	3	5	13	42	4	9	68	142
8	Public Private Partnership in Airport Development - Governance and Risk Management Implications from Cochin International Airport Ltd **G. Raghuram and Biju Varkkey**	3	6	36	317	15	27	170	1,773

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12	Climate Change in Madhya Pradesh: Indicators, Impacts and Adaptation **Vimal Mishra, Reepal Shah and Amit Garg**	2	8	31	194	21	61	223	1,398
12	Impact of COVID-19 disruptions on the Supply Chain:Insights from India **Apurva Shrey, Avi Dutt and Debjit Roy**	2	3	20	25	3	10	52	74
12	Social Enterprises and the Pursuit of Mission: Form Matters **Ankur Sarin and Mankal Sriram**	2	3	5	22	3	5	12	56
12	Impact of Mergers and Acquisitions on Innovation: Evidence from a Panel of Indian Pharmaceutical Firms **Rakesh Basant and Neha Jaiswal**	2	5	11	46	2	9	28	80
12	New age digital media consumption: An exploratory study based in India **Rajat Sharma and Vikash Gautam**	2	2	2	2	8	8	8	8
12	Unlocking the Power of Accelerators: The Crucial Role of Institutions in Boosting New Venture Performance **Pramendra Singh Tank**	2	2	14	14	4	7	20	20
12	Education and Employment among Muslims in India: An Analysis of Patterns and Trends **Rakesh Basant**	2	4	12	188	6	11	59	848
12	Pre-packs in the Indian Insolvency Regime **M.P. Ram Mohan and Vishakha Raj**	2	3	4	21	2	3	6	72
12	Analysis of Public Expenditure on Health Using State Level Data **Ramesh Bhat and Nishant Jain**	2	3	10	135	8	11	40	622
12	Risk information - normal markets and the COVID-19 pandemic period **Pranjal Srivastava and Joshy Jacob**	2	2	16	16	2	3	17	17
12	Insolvency set offs in India: A comparative perspective **M. P. Ram Mohan and Vishakha Raj**	2	2	2	2	4	4	4	4
12	Climate Change and India: Adaptation GAP (2015) **Amit Garg, Vimal Mishra and Hem H. Dholakia**	2	3	6	88	3	8	26	202
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Statistics updated 2023-09-06

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ALUMNI WRITE

HOW PGP BATCHES 2006-08 SUPPORTED A DECADE OF TRANSFORMATION, AIDING OVER 50,000

Rushikesh Humbe — PGP 2006-08

Rushikesh Humbe — PGP 2008

As I prepare to reunite with my batch for our 15th-year reunion, my thoughts inevitably drift back to the first encounters with some of them, long before I even enrolled at IIMA.

At that time, I was in Pune, passionately running an NGO called SPANDAN, which I had founded at the College of Engineering Pune (COEP). One of SPANDAN's key initiatives involved conducting training programs for COEP students, and I extended an invitation to my soon-to-be classmates to join me. Five of them made the journey all the way from Mumbai, and that's when our mentoring journey took its inaugural steps.

After completing my PGP at IIMA and working with a consulting firm abroad for over four years, I found myself drawn back to India, motivated by a deep-seated desire to make a meaningful impact through my work. That's when I decided to embark on the DISHA initiative, with the aim of helping students and professionals make informed career choices.

Over the past decade, DISHA has made a significant impact by assisting more than 50,000 students across India through over 300 transformative sessions, guiding them toward the paths best suited to their aspirations. Among our many achievements, over 500 of our mentees have secured coveted admissions to top-tier B-Schools such as the IIMs, while countless others have ventured into entrepreneurship. None of this would have been possible without the unwavering support of my fellow batchmates and seniors.

As the Disha sessions were conducted across different locations, I would reach out to alumni in that location to join me for conducting these sessions and guide students on various career-related topics. My fellow WIMWIANs never failed me. They helped me conduct the sessions on topics like— how to choose the right careers, a career in management, preparing for interviews, and also entrepreneurship as a career. They shared their own journey and experiences with the audience which was not only inspirational but also helped them to learn from their experiences.

Some of the alums who joined me include Sarathbabu Elumalai (PGP 2006), Amey Asuti, Vibhsahn Waghmare and Vinita Singh (PGP 2007), Naveenan R, Siddhartha Banerjee, Vijendra Haryal, Nirmal Kumar, Varun Agarwal, Suhruta Kulkarni, Pranav Kumar, Vibhor Tikia, Vinit Barve, Kapil Modi, Nikhil Chalakkal, Kaushik Mukherjee, Suhruta Kulkarni,Raghav Sehgal, Tejas Chavan (PGP 2008), Sneh Jain, Sahan Ray, Gaurav Sharma (PGP 2009).

Reflecting on this journey, which commenced with a single session and evolved into a formidable career movement, I've gleaned some valuable insights. It's become evident that tackling significant challenges is more manageable when we break them down into smaller, collaborative efforts, making even the most daunting tasks appear surmountable. More importantly, the act of giving invariably yields more, empowering us to effect more substantial and far-reaching change.

As I look forward to reuniting with my batchmates

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WIMWIANs who supported DISHA initiative from Top to Bottom Sarathbabu Elumalai (PGP 2006), Amey Asuti and Vinita Singh (PGP 2007) Naveenan R, Siddhartha Banerjee, Vijendra Haryal, Nirmal Kumar, Varun Agarwal, Suhruta Kulkarni, Pranav Kumar, Vibhor Tikia, Vinit Barve, Kapil Modi, Nikhil Chalakkal (PGP 2008) , Sneh Jain, Sahan Ray (PGP 2009) and Alok Gotam (PGP 2011)

and sharing these reflections, I'm reminded that our alumni network has been instrumental in making a lasting impact on the lives of thousands. Our collective commitment to mentoring and giving back has not only transformed individual career paths but has also contributed to building a brighter future for countless young minds across the nation.
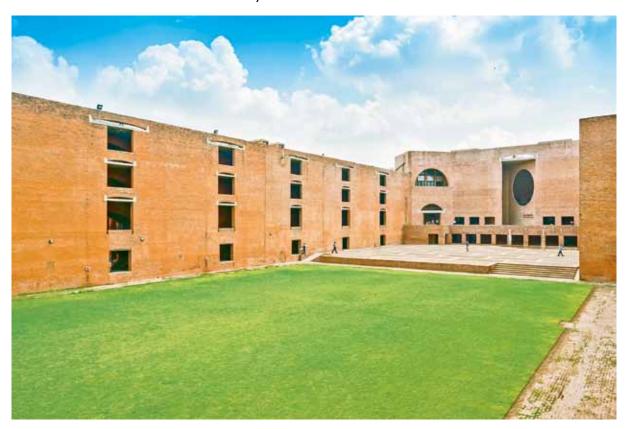
Here's to another decade of making a difference, one mentorship at a time.

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ON THE QUESTION OF IIMA'S AUTONOMY

By Prof Sebastian Morris

The necessity of autonomy is obvious in complex organisations. When tasks are complex, senior managers need autonomy for task performance and accountability. Indeed, autonomy and accountability are two sides of the same coin and accountability is hardly possible without the latter.

Students of organisations recognise this aspect as giving rise to the so-called 'agency problem' in the case of large and complex organisations. Now, irrespective of how it is structured—whether it is owned (typically productive organisations that operate in functioning markets), or not (stakeholder organisations operating in areas of deep market failure), or government organisations (that operate in both areas of market failure, and where regulation and force has

to be exercised)-- the need for autonomy exists. This autonomy has to be real, i.e. exist not merely in the form but in the substance of the relationship between the "owner," government or stakeholders on the one hand and the senior management of the organisation on the other, and internally as well depending on the nature of the sub-tasks.

The bane of India has been the lack of autonomy especially in organisations where the government is the owner or the integrator of stakeholders. India's public sector organisations, departments within government, parastatals and vital organisations like the police have been maimed by the lack of autonomy. Vikram Sarabhai in the early seventies noted the tendency of public enterprises to lose their autonomy to bureaucratic

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Professor Sebastian Morris

The IIM (Amendment) bill 2023 was passed in both the houses of Parliament in August 2023. It makes the President of India, the "Visitor," in all the IIMs. It empowers the Visitor to nominate the chairperson of the board of governors, oversee appointment as well as removal of directors, and audit the functioning of the 20 IIMs in the country. While some lauded the move saying it will increase accountability, others worried whether it dilutes the autonomy of the premier management institutes in the country.

processes and overreach, and warned that they could never play the leading roles that were expected of them without it.

Today, we know this to be true. It is only the ones in the public sector that have had autonomy viz. Indian Space Research Organisation (ISRO), the National Dairy Development Board (NDDB), the National Thermal Power Corporation (NTPC), perhaps the Bharat Heavy Electricals Limited (BHEL) and a few others that perform at par with the global leaders. The early advancement of many of the PSUs has been lost, as their autonomy was whittled away. ISRO owes its autonomy to Vikram Sarabhai who was able to give it a peculiar structure where the person of the Space Commissioner, the Secretary of the Department of Space and the Chairman of ISRO is the same. However absurd this may seem it has kept the bureaucracy from overreach and erosion of autonomy. And ISRO is on firm ground since the autonomy was also institutionalised by Satish Dhawan who followed Sarabhai. That has enabled senior managers to hold on to autonomy against heavy odds as the stories of many

of the ex-chairman of ISRO would amply demonstrate. Similarly, the NTPC owes its autonomy to D V Kapur who nurtured the organisation, created the shared value of autonomy and commitment, and embedded it in the structure and processes. The NDDB is the case of near continuous battles with the bureaucracy that were won by V. Kurien to create humongous social value especially for the poor.

The IIMA was also created by Vikram Sarabhai but unfortunately its autonomy was not fully institutionalised in the processes and structures within. It is only in the last couple of decades that the IIMA can be said to have become large necessitating formal processes and controls. In the past a shared commitment to student value rode above everything else. While not everyone was committed, the commitment and sacrifices of many of the first and perhaps second generation of its faculty and staff is legendary. Its ethos and culture ensured task performance at high levels, but as it expanded the need to codify and formalise the processes and "culture" was ignored. The smugness of the small, of all its faculty knowing each other, was bewitching and prevented the emergence of formal rules, structures, appointment processes that are functional. With growth, as formalism could not be avoided, it was the bureaucratic approach that filled the "vacuum".

It took but a mere a decade and half to make the IIMA about as bureaucratic as other organisations. That regression was no doubt helped by the dysfunctional board structures, an extreme focus by the board on campus construction to the neglect of internal structures and processes, and many incidents which directly threatened the autonomy of the board. The board could have ensured that its autonomy was suitably passed lower down i.e. beyond the Director, to the Deans and Chairs of Programmes and Area and to faculty, a

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measure which is necessary for the institutionalisation of autonomy. But that task was never done despite the recommendation of the last Committee on Future Directions (CFD).

With size, complexity and the need to engage at a global level, the bureaucratisation meant very high levels of centralisation with excessive power being with the Director. The Director's 'raw power' is not constrained by appropriate authority structures. It is the Director who chooses the Deans, the senior administrators and Chairs of Programmes and Areas, and the members of the Faculty Development Committee. Most inappropriate choices can be pushed with barely a whimper. Of course, the feedback and suggestions from faculty are always taken, but since these are not formalised, even an overwhelming majority view in the faculty committee counts for little if the director thinks differently. Directors can create a team which will always go along with his priorities and decisions. So a ritualisation of faculty consultation and the mask of faculty governance has emerged.

Thus, Directors have initiated and shut programmes, centres and areas, changed performance metrics, sometimes against the best interest of the institute, or by rough riding faculty opinion. Since the information to the board is entirely through the Director, if the Chairperson and the Director are together on any matter, there is little that the board knows or can do. Faculty opinion can also be made to fall in line due to the control that the Director has had over the allocation of executive education opportunities; which has now weakened due to a surfeit of such opportunity. Equally importantly the so-called Faculty Representatives on the board are not selected through a process that involves the faculty, so that there is really no representation of an important stakeholder on the board of IIMA—which is crucial for any leading higher educational institution. Many stalwarts of the second generation of faculty at IIMA resisted any selection processes that involved "voting" since that would amount to an abhorrent "trade unionism" and that did much to prevent any process of institutionalisation of autonomy.

Despite the dysfunctionalities in the internal process and structures, IIMA relative to so many public organisations in higher education has done well, since the others are far more dysfunctional in terms of board structures, or internal organisation, or they have had fewer resources than the IIMA, and are underscaled relative to it. The inertia of the past which still gives IIMA a set of faculty who are intrinsically motivated and willing to sacrifice their own academic achievements keeps it performing far above the average public higher education organisation. Moreover, higher management education is far more appropriable than more general education, which allows it to generate vast surpluses. IIMA, like other IIMs, has used the shortage of quality management schools to charge fees that are far too high for a country at its current level of development.

But then when we set the sight to leaders at the global level, the limitations of its internal process, the non-representative character of its board, the relatively small scale of its operations, the poor scope that it has (as do all stand alone management schools) are constraints. Lack of scope keeps faculties like law, economics, public affairs, governance, political science, humanities rudimentary or below par, despite the brilliance of some individuals in these areas. Scope and scale had been emphasised in the report of the last CFD. On scale IIMA has moved forward but not on scope, or on institutionalisation of autonomy, or on right structuring its board.

We now have a government that hopes to take India to the next level of performance and achievement. Surely the IIMA must be among the first to cross the threshold where it can stand along the likes of Harvard and London Business School. To do that its recent concern to get closer to the board is in the right direction since the board of IIMA had drifted much from recognising and addressing the real issues. Hopefully, with the proposed oversight of the government, the IIMA would be able to now go beyond "autonomy to the board" to autonomy to IIMA for heightened task performance and accountability. That along with a structure and portfolio that are in keeping with the logic of being a leader in the field of education and knowledge creation would have to be its way forward.

Professor Sebastian Morris taught in IIMA for more than 31 years and retired in 2023. He can be reached at morris@iima.ac.in

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NARAYANA MURTHY LAUNCHES MADAN MOHAN MOHANKA'S BIOGRAPHY, 'I DID WHAT I HAD TO DO'

The long-awaited book launch of Madan Mohan Mohanka, titled 'I Did What I Had To Do' took place at the Hyatt Regency in Ahmedabad, on April 2, 2023. The book was launched by Narayana Murthy in presence of Mohanka's peers, colleagues, family and friends as well as several academicians, such as retired IIMA professor Dr Abhinandan Jain, Prof Errol D'Souza, Prof Amit Karna, Prof Saral Mukherjee, Dr Chitra Sangla, Ms Chhavi Moodgal and others from IIM Ahmedabad. The launch began with a short film on Madan Mohanka that revealed the hitherto unknown side of the industrialist.

Mohanka's longtime associate and friend, retired IIMA professor Dr Jahar Saha spoke at length about him, his struggles and victories and his unchanging value system. He said Mohanka had never forgotten the importance of staying humane in his dealings with people, nor did he cut corners to expedite processes. 'He spoke about Mohanka's interest in education, both to increase the knowledge base of his company, and its importance in helping raise the standard of living of the disadvantaged. He informed that Mohanka was involved with setting up many schools in rural areas, and has taken him on board for his latest project in a village in Haryana, which is being set up to offer experiential education to its students.

The author of the biography, Anjana Dutt, spoke of the experience of writing which was like taking a long journey with Madan Mohanka that started from the Chota Nagpur Plateau, to Africa, Europe, Australia, South America and Russia, with detours to simply travel for pleasure. To illustrate Mohanka's nature, she read an excerpt from the biography, when Mohanka risked his life to save a Sardar gentleman from being lynched by an angry mob in the aftermath of India's Prime Minster, Indira Gandhi's, assasination.

In his address, Mohanka thanked Narayan Murthy for launching his biography. He spoke about Murthy's journey from the inception of Infosys, till the present time, and of the values he holds dear. He also spoke of his own struggles, his failures and victories and of the values he imbibed at IIMA, and the influence of his mentor Dr VL Mote, who he holds in very high esteem.

Unveiling the book, Mr Narayana Murthy said, "What do you say about the first successful entrepreneur from IIMA, about a man who converted the words of Late Robert Kennedy and Bernard Shaw that 'most people see things as they are and wonder why I dream of things that never are and then say why not'—into reality?" He said that Mohanka has led by example and shown courage, sacrifice, hard work, discipline, and confidence for the welfare of his people.

Murthy said that we are fortunate that Mohanka has documented his struggles, moments of joy and success, of dilemmas and tribulations and his moments of bringing smiles onto the poorest of people.``Entrepreneurship is all about converting the power of an idea into jobs for people, wealth for investors and taxes for the government. He has done it plenty and has demonstrated the adage 'A plausible impossibility is better than a convincing possibility," said Murthy.

THE WIMWIAN

THE GOLDEN REUNION OF PGP 70: 15-16 FEBRUARY 2023, BENGALURU

By Krishna Chidambi

The Reunion of the PGP 1970 batch of IIMA was held in Bengaluru in February 2023 after our Golden Jubilee reunion in Ahmedabad in 2020 was struck down due to COVID.

About 40 classmates out of a possible 92 registered, most of them with their spouses. Due to sickness, deaths and other exigencies, our participation was reduced to 68 from an anticipated 80. They came from all over India and, indeed from countries as far away as Canada, USA, Nigeria and the UAE. Singapore narrowly missed out on being represented

The Reunion began with an homage to departed classmates and spouses.

We have lost four classmates and three spouses since the originally planned reunion in 2020. Besides mentioning them by name, our way of paying homage was to leave a table and empty chairs for them throughout the reunion meetings.

On the forenoon of the Day I, participants collected their welcome kits and met informally over tea and coffee in the two banquet halls of Hotel Lalit Ashok, which was the site for the reunion. Participants requiring accommodation were housed in the same hotel.

Seating for the reunion was arranged in clusters. The formal reunion meetings began with a fun quiz conducted by Sushila Rao (only PGP70 were smart enough to know the answers) with the scores being ably tallied by Rita Vasan. Chandru's (N. Chandrashekaran)

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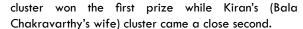cluster won the first prize while Kiran's (Bala Chakravarthy's wife) cluster came a close second.

Short talks by eminent Bengaluru-based speakers were organized around two themes:

- **Health and ageing**: The inaugural talk in this segment was the future of the health sciences. Talks on the roles of yoga, mental health and good food on aging followed. The talk on food (by the spouse of a classmate) preceded a sumptuous lunch. The post-lunch speaker kept his audience wide awake with his talk on how to deal with midlife crises (that our sons and daughters or their spouses may now be going through).

- **Topics of current interest**: There were two talks in this segment. The talk on technology covered the Indian auto industry including the futuristic autonomous vehicles. The talk on climate change was the valedictory talk with the title, 'What India can do about climate change?'

With this talk, the working sessions came to an end. It was *gupshup* and partying time again.

Bala and his team of session coordinators ensured that the talks not only kept to the time allocated but kept interest from flagging.

On the evening of Day I, we enjoyed the

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performance of Sunaad which is an eclectic group of singers from Bangalore composed of men and women of all age groups and professions with a common passion for Hindustani classical music. They performed Keno Upanishad for us which was greatly appreciated. On the evening of Day II, we could dance our cares away with the help of a live and versatile jazz band, Music Masters.

The booze certainly helped in letting the (remaining) hair down and shaking a (rickety) leg.

About half a dozen classmates and two spouses of classmates contributed, most of them anonymously, to the kitty which was used to pay bills. What was left was given to charity.

Thirst quenched and appetite satisfied, a batch mate who was a Bangalore Golf Club (BGC) member, booked a suitable part of the Club for the dinner on 17th where sponsors, donors and participants were appropriately thanked along with the BGC member – thus bringing a glorious Reunion to an end.

The next morning saw a small group of people going off on a pre-arranged visit to Hoysala temples which have since been named World Heritage sites by UNESCO. The evening and night were spent in Chikkamagaluru (coffee country).

These two short days made it possible for the group to fully conform to Bengaluru's

5 R Reunion mantra: **R**egress, **R**elive, **R**eboot, **R**elax, **R**epeat.

Onward Ho! To the next reunion in 2024-25.

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HYDERABAD CHAPTER UPDATES

We are thrilled to share some remarkable achievements and developments from our Udbhav Schools. Over the past seven years, our mission at the IIMAAA Hyderabad Chapter Initiatives has been to provide holistic, quality education and innovative educational initiatives to help every child reach their full potential. We are excited to announce that we have expanded our reach with three schools under our umbrella–

1. Udbhav School Rasoolpura
2. Udbhav RBL School Fatehnagar in Hyderabad
3. Suryoday Udbhav RBL School in Mumbai (a school for special children)

At Udbhav, our commitment extends beyond academics, as we actively encourage our students to excel in sports. We are proud to report that our students are not only achieving academic success but also excelling in sports, with some remarkable accomplishments to share:

Durga Prasad Erra   *Goutham Kankatla*

Indian Navy Enlistments: Two of our alumni, Durga Prasad Erra and Goutham Kankatla, have joined the Indian Navy, embarking on promising careers.

Sailing Success: Junior students Jhansipriya Laveti and Vaishnavi Veeravamsham represented India at the World Championships 2021 in the sub juniors category in Italy. This is a historic achievement for Telangana,

Jhansipriya Laveti and Vaishnavi Veeravamsham at World Championships 2021

with Jhansipriya ranking as India's no.1 and Vaishnavi as India's no.2 sailor.

Durga Prasad Erra's Achievements: Durga Prasad Erra has an impressive list of sailing achievements, including silver medals at the national level, as well as strong performances in international regattas.

Goutham Kankatla's Journey: Goutham Kankatla started his sailing journey at the Yacht Club of Hyderabad and has achieved national gold and bronze medals. He has also represented India at the J80 Worlds in China.

Monsoon Regatta and Championships: Several of our students have won gold and silver medals at events like the Monsoon Regatta and Championships in the Junior and Sub-Junior categories.

Powerlifting Excellence: Sandeep Sai has demonstrated excellence in powerlifting, securing gold and silver medals in consecutive years at the Powerlifting Championships held by the Telangana Powerlifting Association.

Scholarship Success: Swarna and Afreen, two dedicated students from Udbhav, have earned scholarships and financial aid opportunities for higher

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BATCH ACTIVITY

Sandeep Sai

education at prestigious institutions, including BML Munjal University and Ashoka University.

Furthermore, we are excited to announce progress toward our vision of educating 10,000 children by 2030. We have acquired a small plot of land and are actively constructing a two-story building, with the potential for expansion to three stories in the future. This endeavor is made even more special by the support of a group of IIMA alumni who share our commitment to making a positive impact. Together, we believe this building will stand as a symbol of excellence in the low-cost schooling system in India.

We are immensely proud of the accomplishments of our students and the collective efforts of our community to realize our vision. Thank you for your continued support and belief in the transformative power of education.

BANGALORE CHAPTER

Synchrony 2023
Date: 27th May 2023

This year, we experimented with a completely new ambience and experience for our annual alumni get-together, Synchrony, by conducting it at one of the biggest breweries in Bangalore, BygBrewski which is founded and run by Bharat Ram, an IIMA alum of PGP 2008 batch.

The venue turned out to be a big hit and we were flooded with registrations, which had to be closed several days before the event due to the venue's capacity. Even then, we had a substantial number of walk-ins who had to be accommodated, resulting in a final turnout of close to 250.

The event was informal and the Fachchas, Interns and Alumni had a great time networking over deep draughts and sumptuous food, with Alums sharing witty incidents and tips, Interns exulting over their campus experience and Fachchas taking it all in in awe of the seniors.

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BATCH ACTIVITY

The event would not have turned out the way it did were it not for the support that we received from our sponsors– Bharat of BygBrewski, AbinBev, Tata AIA Insurance and the Mumbai chapter of the IIMA Alumni Association

Laughter Yoga
Date: 13th Aug

On the occasion of the 50th Anniversary of the Royal Orchid group of hotels, Chander Baljee, PGP 72 and its founder, expressed his wish to deepen the partnership and engagement with the Alumni. Towards this end we had planned four events this year, sponsored by Royal Orchid, at quarterly intervals.

At Chander's suggestion, we came up with another innovative theme and idea: Laughter Yoga over breakfast at the Royal Orchid Hotel, Old Airport Road with Dr Madan Kataria who popularised the Laughter Yoga movement. The main premise of Laughter Yoga is that voluntary laughter can have similar physiological and psychological benefits to spontaneous laughter, leading to overall health improvement. Laughter Yoga is now practiced in over 100 countries and Bangalore, with 200 laughter clubs, has the largest number of clubs in India .

All the participants had a great time. The overall participants were fewer at 40 than the 100 we expected, since we underestimated the tendency of Bangaloreans to scoot to exotic locales over long and extended weekends. That said, the smaller group benefited enormously from the greater and focussed engagement.

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SINGAPORE CHAPTER

Synchrony 2023

Synchrony 2023 was held on 26 May 2023 and was an evening of networking and fun. We had 79 attendees, with alumni ranging from batches across the decades - from the 1980s till the most recent batch of 2023.

It was an occasion to catch up with dorm mates, batch mates and make new friends with other fellow alumni. People turned back the clock, shared fond memories, re-lived stories of and off campus life, and of course, did some serious networking as well. We also welcomed the PGP1s and the new alumni who have just begun their careers in Singapore.

Prof Ankur Sarin from IIMA was also in town and took the time out to join our event. He gave a very insightful informal talk on the role of 'Business with Society,' drawing upon examples from his own excellent work in the areas of COVID relief (Project Chhaav),
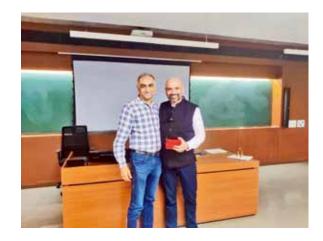

migrant worker communities, Right to Education etc.

We also took the opportunity at the event to announce the upcoming 25th year anniversary Silver Jubilee celebrations of our IIMA Alumni Association Singapore chapter - planned for later in the year.

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PUTTING KNOWLEDGE INTO ACTION: A NEW CHAPTER FOR IIMA NORTH AMERICA ALUMNI

The article explores the recent initiatives undertaken by the IIMA North America Alumni Association (IIMANA AA), which proposes a more integrated alumni-institute relationship.

1. New Executive Council Elected

A significant development in the IIMA NA Alumni Association, US Chapter was the establishment of the new Executive Council, which will play a pivotal role in shaping the association's vision and strategy. A 9-member EC body was elected for a term of two years along with the constitution of sub-committees. Gaurav Rastogi (PGP 1996), an accomplished Silicon Valley-based business leader, was appointed the Executive Council's President. The remaining office-bearers include:

- Dr. Balaji Prasad – PGP 2003, Purchase, NY
- Nilesh Jain – PGP 1995, Scarsdale, NY
- Nish Kamthan – PGP 2004, Bridgewater, NJ
- Prasad Subramani – PGP, 1996, Philly
- Ritesh Aggarwal – PGP 2000, NJ
- Sunil Eda – PGP 2008, Jacksonville, FL
- Varun S – PGP 2011, Atlanta, GA
- Vinay Bhaskar – PGPX 2012, NJ

The new EC has met monthly to revitalise the IIMA alumni events, endowment, and a closer partnership with the institute.

2. The White Paper on IIMA-Alumni Interactions: A Vision for the Future

A highlight of IIMANA AA's recent activities is creating a white paper on IIMA-Alumni interactions. This comprehensive document delves into the myriad benefits that strong alumni interactions can offer to a highly prestigious management institute like IIMA, including:

Knowledge Sharing: Alumni bring diverse experiences and insights from their professional journeys, which can enrich the academic environment by providing real-world perspectives to students and faculty.

Networking Opportunities: Strong alumni networks can open doors for internships, placements, and mentorship, benefiting current students and fellow alumni.

Fundraising and Philanthropy: A well-connected and engaged alumni community is more likely to contribute to the institute's growth through financial support, scholarships, and infrastructure development.

Brand Building: A thriving alumni community can enhance the institute's reputation, attracting top talent, faculty, and corporate collaborations.

The white paper further outlined various strategies for fostering robust alumni interactions:

Regular Networking Events: Organising alumni meetups, webinars, and conferences to facilitate networking, knowledge exchange, and customised courses for alumni.

Mentorship Programs: Establishing formal mentorship initiatives connecting experienced alumni with students.

Online Platforms: Leveraging digital platforms for alumni engagement, discussions, and information sharing.

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Academic Partnerships: Collaborating with the institute to provide guest lectures, case studies, and industry insights.

3. Preparations for IIMAGE Event 2024 in Progress

The IIMA Global Event (IIMAGE) is a highly anticipated gathering of the extended IIMA community. The IIMANA AA, US Chapter is actively preparing for the 2024 edition of this event, promising to make it a memorable and enriching experience. IIMAGE is an opportunity for alumni from across the globe to reconnect, share experiences, and contribute to the growth of their beloved institute.

4. Strengthening Alumni-Institute Relationship Through Personal Engagements

An alumni association's effectiveness lies in its ability to facilitate meaningful interactions between alumni and the institute. Various IIMANA AA, US Chapter's Executive Council members recently met with key stakeholders at IIMA in person. These interactions embody the association's commitment to fostering a strong bond between alumni and the institute. These meetings open avenues for collaborative efforts and strategic partnerships that will further enhance the value of the alumni-institute relationship.

In conclusion, the IIMA NAAA, under the new Executive Council, is embarking on a promising journey to strengthen the alumni-institute relationship. Creating the white paper on alumni interactions, preparations for IIMAGE 2024, and in-person meetings with IIMA stakeholders attest to the association's dedication to enhancing the institute's excellence. The IIMANA AA, US Chapter's endeavours are a testament to the enduring spirit and commitment of IIMA alumni to give back to their alma mater and support IIMA's legacy of excellence in management education.

Prof Anusha Reddy Gondi joined as Assistant Professor in the Marketing area of the Institute

Prof Anusha Reddy Gondi joined the Institute in June 2023 as Assistant Professor in the Marketing area of the Institute.

Before joining IIMA, Prof Gondi was working as Assistant Professor of Marketing at School of Management, Mahindra University, Hyderabad.

Prof Gondi earned her doctoral degree in Marketing from Indian School of Business, Hyderabad, in 2022, and B.Tech. (Honors) in Agricultural and Food Engineering from Indian Institute of Technology, Kharagpur, in 2013. Her research interests include Marketing Strategy, Marketing Research, and Marketing Analytics.

alumni.iima.ac.in

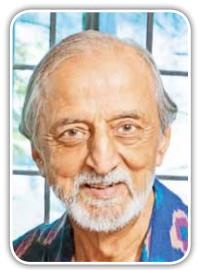**CONTENTS**

Tanjore Raghav Rao

1945 – 2023

I write this with a deep sense of loss at the passing of our 1970 IIMA batchmate, Raghav Rao, who was so many different things to us and epitomised the sense of camaraderie we have enjoyed over the last 50 odd years.

Raghav aka Rags was the cement and glue binding all 106 of us Batchmates over the years with newsletters, updates, missives, podcasts and reminders through the Whatsapp Group that he created for us.

As our Class Rep he took the flak but kept the flag of the 1970 Batch flying high and he was missed terribly by all at our last reunion in Bengaluru for his lively sing-a-longs with his guitar, witty one-liners, being the batch conscience-keeper and for his fundraising skills. I learnt how to do crosswords and anagrams from Rags 52 years ago, in the back row of classes on Production Planning and Control, a daily habit I am grateful for.

SUNAAD is a lively Group of amateur performers brought together by Tara Kini, a Dhrupad singer herself, for their love of Hindustani music. *Sunaad* was engaged to perform *Kenopanishad* through song and narrative at our last Reunion. The performance kept all of us in the audience enthralled.

Roy Varghese (Raghav's son-in-law) did a good job with the lights. Raghav's daughter Arati would have been part of this troupe under normal circumstances. For this performance, she was in the audience with her mother, Champaka. Tara Kini Dedicated the show to Raghav – a fitting tribute.

—Marcel R Parker

Deepak Ratan

(26 Sep 1973--15 May 2023)

The Class of 96 lost its gentle giant on 15th May 2023 with the passing of Deepak Ratan fondly known as Saboo to friends. He came to IIM-A from Bhopal with a clarity of eventual purpose that a very few possess. He wanted to be an IPS officer, a goal he achieved in his first attempt.

Always smiling with a legendary laid back attitude, and ready to help, Saboo was the life and soul of D17 and a darling of the entire batch.

There is hardly anyone in the batch whose life was not touched by the warmth and friendliness of Deepak.

Deepak started his illustrious career in IPS as an ASP with the DGP Headquarters in Lucknow, followed by ASP Faizabad and had also served as the ADC to the UP Governor between 2000-2001.

Subsequently he served as SP Baghpat, Rae Bareli, Kheri, Ghaziabad district police chief, SSP Sa-

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haranpur, DIG Jhansi range, DIG ATS, IG EoW, IG Varanasi, IG Aligarh before moving to New Delhi on deputation with CRPF where he served till his untimely death.

Deepak also had a stint in Kosovo in 2006 as part of the UN peacekeeping mission and in Kashmir for a couple of years with CRPF. Deepak won many awards and accolades during his relatively short career including the President's bravery medal and DG's Commendation Discs Silver, Gold and Platinum. He is remembered as an extremely hardworking, fair and fearless officer by his ex-colleagues.

Deepak possessed almost encyclopedic knowledge of Hindi films and was a master at Antakshari where he could sing full lyrics of old hits.

He is survived by his wife Kamini Ratan Chauhan who is also a serving bureaucrat of the UP cadre and twins Kaju and Kishmish who have both graduated from the UK and are pursuing successful careers.

While our "Deepak" might have been extinguished, his glow and warmth will live on in our hearts and we will always cherish this "Ratan" of our batch.

— **PGP 96**

Victor Pereira

(16 January 1973–30 August 2023)

Our dear colleague Victor Pereira, Assistant General Manager, Alumni and External Relations, passed away due to a cardiac arrest on August 30, 2023. The news of his death came as a shock to most of his friends and colleagues as he was only 50.

Victor is survived by his wife Brijita and his sons Elvis and Louis.

Cheerful, dynamic, approachable, empathetic, passionate musician, friendly and troubleshooter are some of the words his colleagues used to describe Victor.

J Albert Xavier, General Manager-Development, Executive Education, IIMA who met him for tea for over 15 years said, "Victor was my best friend, during our tea sessions we spoke about everything under the sun." Despite their ten years age difference, he says they had a lot in common and relied on each other's counsel. Albert says both he and Victor were chain smokers, it was only when Victor suffered from a heart attack around 2011 that Albert stopped smoking and even convinced Victor to do so.

Since joining IIMA more than 15 years ago,

Victor worked in departments like Housekeeping, Student Activity Office, Placement Office and Alumni and External relations. "Victor liked student facing roles where he could interact with students," said Albert. "He believed all problems can be solved by talking and that's how he was able to resolve differences," he added.

For Victor, music was a passion and part of his everyday life and his beloved guitar found itself on the office wall when he joined the institute years ago. A talented musician, he was part of a musical troupe that played concerts across the city and in the institute. He has also passed his passion to his sons Elvis and Louis.

At the Alumni and External Relations department, Victor worked closely with former students for reunions and other events. They responded with condolences messages and his memories, "Victor was always a very cheerful and helpful support from the Alumni office for every Alum who visited campus. He sincerely worked for every occasion of Alumni interaction," wrote Kalpen Shukla PGP 1986.

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WE MISS YOU

Many alumni considered Victor as their friend, "I lost a friend of many years," wrote Ashwani Gupta MDP 2010. "He was one thread who united many batches," wrote Sowjanya Bonda PGP 2009. "[He] never lost temper and handled every situation with a smile. Played the role of director in the movie 2 states," wrote Srijan Pal Singh PGP 2009. "He was a friend to many of us. He was the SAC officer at our time and he was a constant partner in crime. Never thought he would go so early," wrote Abhinav Jain, PGP 2011.

Victor may have gone but his memories keep him alive in our hearts.

Some of the messages we received from IIMA faculty members and colleagues–

It is with profound sadness that I pen these lines for Mr Victor Pereira - a young dynamic individual loved by one and all. During his time with us, Victor touched lives with his sincerity, hard work, and enthusiasm. No number of words can express the grief that we are all feeling now.
—Prof. Bharat Bhasker, Director, IIMA

I have many fond memories of Victor, a dedicated member of the IIM Ahmedabad community who served in the Alumni Office. Victor's commitment to our institution and its alumni was unwavering. His tireless efforts and warm demeanor left an indelible mark on all the alumni he encountered. His legacy of service and camaraderie will be dearly missed.
—Prof Sunil Maheshwari, Dean (AER) IIMA

Victor was a wonderful and dependable colleague. I had worked with him in Alumni affairs and I cherish our interactions. Alumni loved him and he shared a strong bond with many of them.
—Prof Saral Mukherjee, IIMA

I first worked with Victor during my placement chair days. He was a huge source of strength during difficult episodes and continued to provide immense support during all times, including the pandemic. We have lost a very precious member of our IIMA family and his absence is going to be felt sorely by all of us. One of my happiest memories is when we went for the Officers Development Programme this year, Victor regaled us with his astute mimicry of all of us. We could not stop laughing throughout the evening and the next day became joyous as well. We are going to miss him greatly.
—Prof. Kirti Sharda, IIMA

Victor had me involved in western music related events on campus since 2010, and I attended several of his concerts and performances, the most recent in June with both his sons Elvis and Louis attending. It's such a shock, I have no words left. Too young to join the rock music legends up in the sky but nevertheless he has. Keep strumming those guitar strings, Victor.
—Prof Navdeep Mathur, IIMA

He was a wonderful colleague and a multifaceted talent. I worked closely with him during the planning stage of the FDP conference and would cherish his help and advice at every stage of the process. He was an acclaimed guitar player and I had the opportunity to witness and appreciate that side of his character in a few of his concerts.
—Prof Dhiman Bhadra, IIMA

I worked very closely with Victor during my time as Warden when he was the SAO. A gentle soul, always ready to help is how I will forever remember him.
—Prof Arnab Laha, IIMA

Victor was warm and affable, always going out of the way to help people. He had an infectious energy and had a way of making people feel at ease. He was a constant companion in everything that we did to build deep long-lasting relationships with alumni. He particularly relished meeting people and never missed an opportunity to call people over to meet in person or stay in touch on social media or connect over a phone call. He would often say his retirement plan is to open a chai ki tapri and talk to everybody who would come by. His ever-present optimism meant that there was always a solution to every problem. He loved life and music was his way of expressing that. His sudden passing away is a profound shock for all of us. It still feels like he is just around the corner and will walk in any minute.
—Anurag Choudhury, Associate Vice President, Alumni and External Relations Office
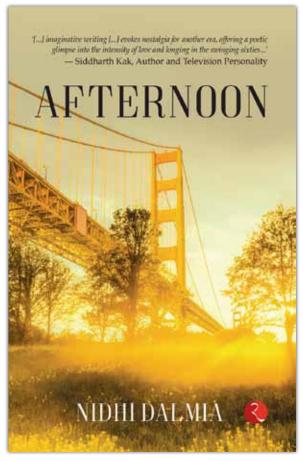
Victor was an invaluable member of the Alumni Office and played a key role in reunions. He was energetic, collaborative and loved meeting people - I have seen many alums complimenting his work. I will always remember his proactive nature, helpful conduct, love for music and zest for life.
—Ms Chhavi Moodgal, CEO, IIMA Endowment Fund

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WIMWIAN WRITERS

AFTERNOON

Authored by Nidhi Dalmia (EPBF-98) an alumnus of St Stephen's College in the University of Delhi, he pursued post graduate education at Oxford University - (PPE - Philosophy, Politics and Economics) and the Sorbonne and Management education at Harvard Business School. This is Nidhi's second novel. His first novel Harp was released in 2016 launched by then French Ambassador to India and received critical acclaim.

'…I imaginative writing […] evokes nostalgia for another era, offering a poetic glimpse into the intensity of love and longing in the swinging sixties…'
— Siddharth Kak, Author and Television Personality
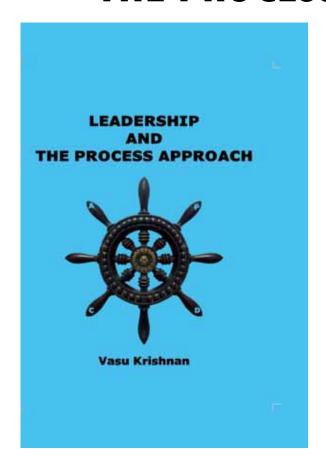
AFTERNOON

NIDHI DALMIA

"Afternoon" is a captivating tale set in the late 1960s, spanning the U.S. Bay Area, New York, Kashmir, and Delhi. It is intertwined with the significant cultural, student, sexual, and intellectual revolutions taking place around that time. The story follows a young student who finds the love of his life, as well as two young women whose lives intersect with his at different points in their journeys. The first woman is a Kashmiri Muslim girl who, despite growing up in Delhi, carries cherished memories and impressions of her home state. The second woman is an American Field Service worker from the Upper East Side of New York, whose life takes unforeseen turns during a brief visit to India. The masterful infusion of beautiful and timeless music adds to the narrative, creating a delightful kaleidoscope of emotions. The story blends gentle wit and charm with honesty and searing observations, making it a compelling read for those interested in love, longing, realisation, pain, and growing up amid the turbulent times of the 1960s.

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LEADERSHIP AND THE PROCESS APPROACH

Authored by Vasu Krishnan (PGP 73)

Vasu Krishnan studied Metallurgical Engineering from REC/NIT Rourkela, and after a few years of work experience in Bhilai Steel Plant, Steel Authority of India Ltd and graduated from IIM Ahmedabad - Post Graduate Programme in Business Administration in 1973. He has over 50 years of extensive experience in various process and discrete manufacturing industries.

This book delves into the realm of leadership, exploring the development of a macro and micro view that evolves over time through experience. Each chapter takes the reader through the author's personal experiences in different organisations, chronicling instances of outstanding leadership as well as ineffective practices. The 'Plan Do Check Act' cycle, a process approach, is a recurring theme throughout the book. It is implicitly present in the leadership style of a public sector steel plant and explicitly discussed in the chapter on project management. The process approach does not exclude the combination of other strategies, such as benchmarking and business process re-engineering. Consequently, corresponding chapters on these subjects are included. The book emphasises experiential learning and a structured approach to organisational transformation, including quality system standards. The focus is on the enablers, and the quality award processes are integrated into the organisation's business strategy

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MANAGING SOCIAL ORGANISATIONS: LESSONS FROM WORLD'S LARGEST PILGRIMAGE CENTER
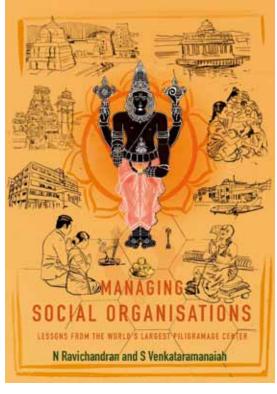
Dr N. Ravichandran
Professor Ravichandran earned his Ph D in Mathematics from IIT Madras in 1980. He served as a faculty at IIM A from 1980 to 2018. He served as the Director of IIM Indore from 2009 to 2014.

Dr S Venkataramanaiah
Prof Venkataramaniah teaches Operations Management at IIM Lucknow. He earned his Ph. D from Anna University, Chennai. He was a Fulbright Scholar at W P Carey Business School, Arizona State University, USA and a Postdoctoral Research fellow at Singapore MIT Alliance (SMA) Program, Singapore. He is a recipient of Nelson Mandela Leadership award and Jagatik Ayurvigyan Samman Award.
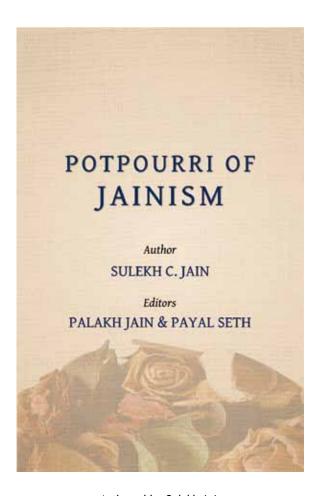

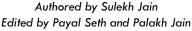*Dr N. Ravichandran*

Dr S Venkataramanaiah

"Managing Social Organisations: Lessons from the World's Largest Pilgrimage Center" is a book that provides a detailed account of the management of the Tirupati Balaji Temple, one of the most important temples for Hindus and the most popular pilgrimage center in the world. The book explores the macro and micro aspects of managing the temple, which includes managing high volumes of pilgrims on a consistent basis. The book chronicles the evolution of Tirumala Tirupati Devasthanams (TTD) from a religious institution to a social organisation. The surplus generated by the temple is invested in several social initiatives like education, healthcare, sanitation, and other charities to help the needy and the poor. The book also highlights the significant challenge of managing the environment (water, air, noise, and waste) due to the heavy influx of pilgrims to Tirumala. The book is a valuable resource for those interested in the management of social organisations and provides insights into the management of a large-scale religious institution that has evolved into a social organisation.

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POTPOURRI OF JAINISM

Dr Palakh Jain

Authored by Sulekh Jain
Edited by Payal Seth and Palakh Jain

Dr. Palakh Jain is an Associate Professor in the School of Management at Bennett University (Times of India Group) and Independent Director on Board of NSE Listed company. She has been appointed as Member, Managing Committee of JSPS (Oldest Jain Educational Trust of Delhi, 100+yrs). A Fellow of IIM, Ahmedabad and alumnus of Delhi School of Economics, University of Delhi.

"Potpourri of Jainism" is a book that explores the Jain philosophy of ahimsa or non-violence and its relevance in today's world. The book delves into the meaning of war from the lens of ahimsa and how one can apply this concept to everyday life. It also discusses the Jain doctrine of anekaanta or non-one-sidedness of views and how it can teach respect and tolerance. The book emphasises the principle of aparigraha or non-attachment and non-possessiveness and how it can lead to inner peace. The author, Dr. Sulekh Jain, offers practical applications and learnings of the Jain principles from his own life experiences and those of others over a span of 30 years. The book covers a range of topics, from common everyday experiences to understanding historically unprecedented events like the COVID-19 pandemic. The book provides insights into Jain philosophy and encourages readers to apply these principles to their own lives.

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WIMWIAN WRITERS

PURPOSEFUL

Authored by Sandeep K. Krishnan (FPM-2007), the CEO & Partner at People Business, a leading global consulting firm. He has partnered with over 100 clients on organizational and leadership transformation and employee engagement. He is the author of two books "Making of a CEO" and "Mind of a Consultant", published by Penguin Random House.

Book Review by Vardan Kabra, PGP (2002-2004)

"The only reason I work is to pay the bills. If I had the option, I would quit tomorrow itself."

If you are among the vast majority of professionals, who have felt something on these lines about their work, then Sandeep Krishnan's latest book, 'Purposeful' is a must read. It's a to-do workbook with questionnaires and reflection questions across the book, with the clear purpose of helping professionals to improve engagement and finding meaning at work. Most youngsters don't really know what they would like to do. The book is a powerful tool for them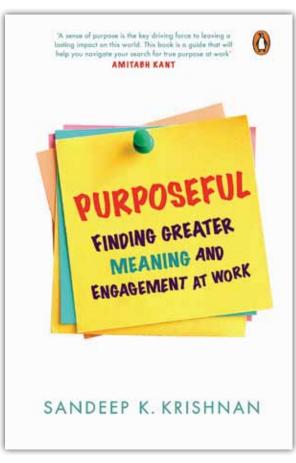 and those who have been working for some time - but have now reached a point where they are asking difficult questions of themselves, but are unsure of what to do with their lives.

The book suggests a number of ways to embrace purpose. You could embrace challenges at work – take up stretch assignments, volunteer for a difficult project. Those who put the customer at the centre of their work can see the difference that they make in their lives, thereby finding meaning in their work. Others can focus on creation of new products, services, campaigns, systems, models that can contribute to the organization and/or the team. Some may find engagement in becoming focused learners and teachers in a way that benefits the people they work with. And yet for others, their purpose comes from their side hustles and hobbies having accepted that there are limitations to finding meaning from their work. Purposeful gives all the necessary tools to help professionals find greater meaning and engagement at work.

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SONG OF THE GOLDEN SPARROW

Authored by Nilanjan P Choudhury (PGP-1998).Nilanjan studied at IIM, Ahmedabad and IIT, Kanpur. He grew up in Shillong and now lives in Bangalore with his family.

"**S**ong of the Golden Sparrow" is a captivating and thought-provoking novel that offers a fictional retelling of the history of free India. The story revolves around the protagonist, the lowly yaksha Prem Chandra Guha, who is banished to India on a punishment posting and tasked with writing a sufficiently riveting history of the land of his exile. The narrative begins with Prem Chandra's arrival in India on the first dawn of her independence, and fate leads him to Netarhat, an obscure town near the forests of Chhota Nagpur. Here, he encounters Manhoos, an orphaned urchin who repairs motor vehicles, and his friend Mary, a feisty tribal girl from the nearby Santhal village. Assuming the shape of a common sparrow, Prem Chandra becomes an unobtrusive observer and follows the fortunes of Manhoos and Mary as they embark on a journey that takes them to Calcutta, Rishikesh, Bangalore, and Ahmedabad. As they plunge from one adventure to another, a series of intriguing figures play key roles in their lives, including the Naxal leader Charu Majumdar, the renowned filmmaker Satyajit
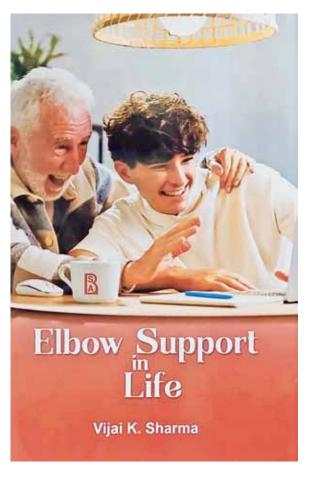
Ray, the ever-giggling Maharishi Mahesh Yogi, the powerful business magnate Ameer Premji, and even a mysterious man with a 56-inch chest. On the broader canvas of India, other significant events unfold— Indira Gandhi declares an Emergency, the Jana Sangh, a new political party, is formed, Siddhartha Shankar Ray cleanses West Bengal of Naxalism, Jyoti Basu brings in thirty years of Communism, a dam is built displacing hundreds of tribals, a masjid falls, and a deadly virus rises. The novel skillfully weaves these historical events into the lives of its characters, offering a unique perspective on the challenges and triumphs of independent India

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ELBOW SUPPORT IN LIFE

Authored by Vijai Sharma (MDP-1993). Having studying in IIT(BHU) and IIMA, Sharma worked as Former Additional GM Ordnance Factory, Khamaria, Madhya Pradesh and as an Engineer cum management professional and taught in IIRM, Jaipur as a former Associate Professor.

This book is a self-development guide that provides support and guidance for those seeking to make choices and discover ways to achieve success in life. It emphasise the importance of managing unfavorable situations and maintaining a pos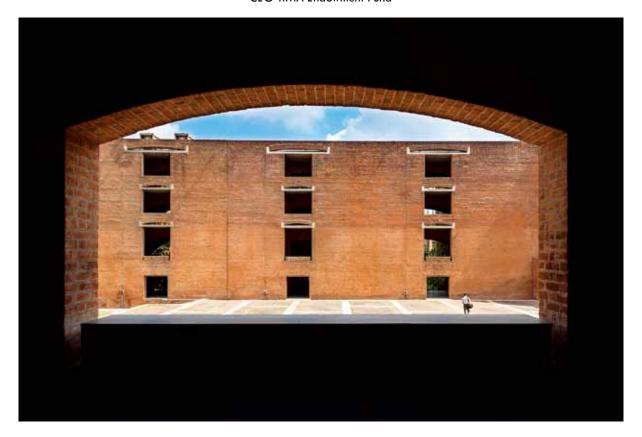itive attitude with feelings of gratitude, optimism, happiness, and forgiveness. The book covers a broad range of topics, including Universal Human Values (UHVs), self-development, managing and learning at the workplace, environment, health, facing problems and failures with a positive attitude, time management, stress management, transcendental meditation, spiritualism, family matters, relationships, investments, life after retirement, facilities/services for retired persons, and people who caused turning points in the author's life. The book presents many anecdotes, experiences, and provides ways to resolve problems and hold the family together. It is suitable for people of different age groups who are experiencing ups and downs in their lives. This book is for everybody, especially the youth.

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WIMWIANS : PAVING A PATH IN THE SERVICE OF OUR COUNTRY

Chhavi Moodgal (PGP 2004)
CEO-IIMA Endowment Fund

From the setting up of IIMA to the Institute's six-decade long legacy of contributions towards management education; IIMA has been instrumental in supporting the country's economic development and shaping important public policies. Across the board, be it IIMA's leadership such as the Directors and Chairpersons of the Board of Governors, to faculty members, alumni and even students, the Institute has produced numerous individuals who have contributed either directly through their roles in the government / public sector or through research, teaching and practice. IIMA itself is an example of partnership between industry and the government. And the rest is history.

Over the years, IIMA's integration with the public sector has been multi-faceted. Traditionally, the government supported the Institute, and over time IIMA became autonomous and self-dependent. Despite this, IIMA's active role in public policy, training and capacity building for public sector personnel as well as consulting for the government has continued and only increased largely through IIMA's 11 Centres of Excellence, recently set up through the JSW School of Public Policy as well as faculty research and consulting projects. Our academic programmes attract students who have previously worked with government enterprises and public sector undertakings and some of our PhD scholars go on to join the government post their studies at IIMA. The academic coursework (core

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CONTRIBUTING TO IIMA

and elective) also infuses topics such as 'Doing Business with Government' and 'Business, Government and Policy'.

Many of our faculty members are invited to several government committees from time to time. More specifically, the faculty members from the Public Systems Group work towards promoting research for effective management of public systems, as well as fostering understanding and articulation of social and political processes that underpin policymaking. Also, some of work done through the endowed Centres such as the Arun Duggal Centre for ESG Research and the Misra Centre for Financial Markets & Economy is heavily linked to the government policies & regulations; and also in some ways, contributes towards policy advocacy and advisory.

Another area where supporting regulations and government policies can make a substantial impact is endowments. Endowments are new to India and this space has a huge potential in organising philanthropy in the higher education sector. Global endowments have succeeded in multiplying the funds by diversifying their portfolio; In India, we hope in time and regulations permitting, endowments could mature from investing in fixed income to listed equities to eventually unlisted equities and then alternative assets. And in this journey the role of our alumni placed in top management roles, be it the public or private sector, is going to be critical – in collectively pushing the envelope for progressive public policies at a more macro level. Over the past two years, we have facilitated important initiatives across sustainability, inclusion, diversity, skilling, entrepreneurship and so on at IIMA that will potentially make a multidimensional impact both within and outside the Institute's ecosystem.

Moving on, and capturing the essence of this edition's theme, let us look into the undoubted contributions of IIMA's alumni in government and the public sector. The Institute's vision and strategic priorities focus on "impacting the world of policy and practice through continuous engagement with prominent stakeholders, decision makers and leaders across the board including government, businesses and non-governmental enterprises"; and this is evident in the achievements and notable contributions of our many alumni. We are proud of our alumni, to name a few; we have Mr Kiran Karnik (PGP 1968) who has contributed immensely towards broadcasting and outsourcing in India; Dr.

Arvind Subramanian (PGP 1981) as the 16th Chief Economic Adviser to the Government of India; and Dr. Raghuram Rajan (PGP 1987) as the Former Governor of the Reserve Bank of India, former Chief Economic Advisor to the Government of India & former Chief Economist at the International Monetary Fund. More recently we have all celebrated Ms. Madhabi Puri Buch's (PGP 1988) appointment as the first woman and non-IAS Chairperson of the Securities and Exchange Board of India and Mr. Ajaypal Singh Banga (PGP 1981) for becoming the first Indian-origin President of the World Bank Group. The list of our alumni who have been at various government positions is long and covered in the many sections of this edition. And many of our younger alumni's contributions, especially in the government and public sector, are recognized through the Young Alumni Achiever Awards.

IIMA is a management school and our stakeholders are myriad with direct and indirect roles in the nation's development and growth. The Institute has been a torchbearer in many ways and over the years, our alumni have further created a great pedestal for IIMA to drive continued pursuit of excellence. We are proud of our alumni and the entire IIMA community for their undeterred commitment for being recognized as a top global management institution – and we invite you to join us and participate in shaping IIMA's future. For more information, download our newsletter Neev from IIMA's website or write to us at endowment@iima.ac.in.

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MODALITIES FOR DONATION TO IIMA

FOR DONORS WITHIN INDIA

Through Cheque / DD

The contributions should be made directly to IIMA Endowment Fund. The cheques payable at par / Demand Drafts should be drawn in the favour of 'IIM Ahmedabad Endowment Fund' along with a cover letter indicating:

- Fullname (name / entity for which 80G tax receipt will be issued)
- PAN
- Postal Address of the Donor (only Indian address with postal PIN)

- Confirmation note as part of the cover letter stating that the amount donated is towards the 'Corpus of IIMA' and specifically the 'IIMA Endowment Fund'.

The cover letter along with the cheque / DD should be addressed to: Manager – Donor Relations, IIMA Endowment Fund, Endowment Fund Office, Ground Floor, Forum Tower, IIMA New Campus, Vastrapur, Ahmedabad – 380015 Gujarat (India). The information can be sent via e-mail to: endowment@iima.ac.in and dean-aer@iima.ac.in.

Through Wire Transfer: The details for a Wire Transfer for those contributing directly to IIMA are:

Name of the Account Holder (IIMA's bank account in the name and style, being)	IIM Ahmedabad Endowment Fund
Account Number	50100419131151 (SB)
Bank Name	HDFC Bank Ltd
Account Type	Savings
IFSC Code	HDFC0000048
PAN No. OF IIMA	AAATI1247F
Remittance comments (If provided by the bank)	"(Purpose of the donation)"

All donations to IIMA by resident Indians / Organizations are 100% tax-exempt under Section 80 G (2) (a) (iiif) of the Indian Income Tax Act.

While contributing in the above manner, we request you to provide the RTGS/ Wire transfer information of your contribution, along with the PAN No, name and address, that it is towards the Corpus of IIMA and purpose (Remittance date & amount and if possible, screenshot of online transfer confirmation) to be shared with endowment@iima.ac.in and dean-aer@iima.ac.in.

FOR DONORS IN THE US

For donors in the USA, donations received are tax deductible as a 501(c)(3) Tax ID No.: 22-3749107 (charitable or not for profit organization).
Funds can be transferred to IIMA Alumni Association USA as below:

Through Cheque

Cheque is to be drawn in favour of	"IIM-A Alumni Association" with a covering letter clearly specifying the purpose of the donation, the full name and the address of the donor
Mailing Address	Ritesh Agarwal, 56 Great Oak Dr, Short Hills, NJ 07078. Email address: connect2ritesh9@gmail.com

In case the donor wishes to send the donation through Wire transfer, please email Mr. Ritesh Agarwal @ connect2ritesh9@gmail.com for further instructions.

Please inform Mr. Ritesh Agarwal through email connect2ritesh9@gmail.com with copy to endowment@iima.ac.in and dean-aer@iima.ac.in mentioning the purpose of the donation, fullname and mailing address. If possible, please attach a screenshot of the transfer.

The contributions would be to 501 c (3) USA (Tax ID No.: 22-3749107) Charity for tax purposes. A receipt would be sent after your contribution is credited to the bank account. Subsequently, your contributed funds would be transferred to IIMA.

Disclaimer: Taxation details should be run past tax advisors in your local jurisdiction as needed.

FOR DONORS IN THE UK

For donors in the United Kingdom, tax effective giving to IIMA is possible to IIMA via the tax incentives as available under Gift Aid. Donations are also eligible for employer matching programs. | To avail of the tax benefits, donations should be sent to IIMA Alumni Association London, which is a registered charity with UK charities commission # 1117664 & HMRC Tax id: 922/XT3019. Further details on Gift Aid, including latest tax relief rates is available on: https://www.gov.uk/donating-to-charity/gift-aid
Funds can be transferred to IIMA Alumni Association London as below:

Account Number	76231759
Bank's Name & Address	ICICI Bank UK Plc 45 South Road, Southall UB1 1SWA
Bank Sort Code	30-01-28
Remittance Comments (if provided by bank)	"(Purpose of the donation)"

After the online payment, please inform Mr. Kaushik Suresh (kaushik.s1988@gmail.com) and Mr. Sanchay Singla (sanchay.singla@gmail.com) with a copy to endowment@iima.ac.in and dean-aer@iima.ac.in mentioning the purpose of the donation, fullname and mailing address. If possible, please attach a screenshot of the transfer.

The receipt will be issued once funds have been received.

The UK chapter will be sending out a Gift Aid form, which the donor is requested to complete and send back to the UK Chapter. This will help the charity claim tax incentives from the HMRC.

Disclaimer: Taxation details should be run past tax advisors in your local jurisdiction as needed.

FOR DONORS OUTSIDE INDIA, US AND UK

For donors contributing from all other countries (except USA and UK) through a foreign currency account: Donation may be sent to IIMA's FCRA account at SBI (account information/ details pasted below). There is no tax benefit available on these receipts with funds from abroad.

Name of the Account Holder	INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD - F.C. ACCOUNT	PAN No. OF IIMA	AAATI1247F
Account Number	40069720103	Remittance Comments (if provided by bank)	The foreign inward remittance should invariably contain following details:
Bank's Name & Address	State Bank of India 11, Sansad Marg, New Delhi 110 001.		1. FCRA Account number
Branch Code No.	691		1. Swift Code
Swift No.	SBININBB104		3. Name of the Beneficiary
MICR Code	110002087		4. Name of Donor/ remitter
IFSC Code	SBIN0000691		5. Account number of the donor/ remitter
Bank's Email ID	fcra.00691@sbi.co.in		6. Donor/ remitter's address
			7. Donor/ remitter's Country of Residence

Please inform endowment@iima.ac.in and dean-aer@iima.ac.in mentioning the purpose of the donation, full name and mailing address and if possible, a screenshot of the transfer.
Disclaimer: Taxation details should be run past tax advisors in your local jurisdiction as needed.

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