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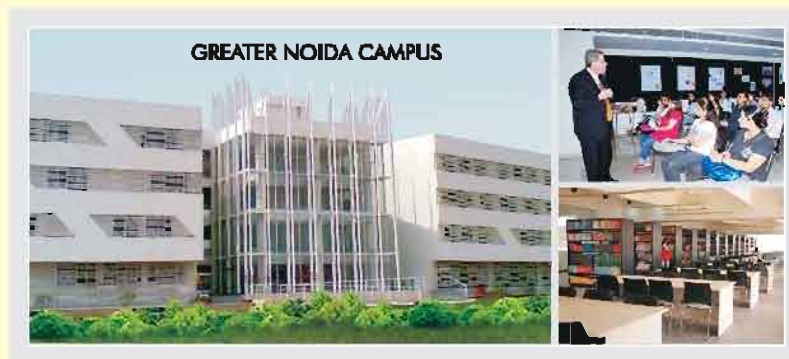
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## From the Desk of Dean (Alumni & External Relations)

Dear Alumni,

I am sure that you are receiving our mails communicating about various activities on the campus and also about the preparations for the concluding function of the Golden Jubilee of the Institute to be held on 10-11 December, 2011 at IIMA. As I have mentioned in my communication to you that the focus of the event would be on the alumni of the Institute and the role they could play in furthering the growth of the Institute.



We are looking for a large gathering of alumni on the campus during those two days. Those who are not yet receiving the mails from our Office, please do visit the alumni notice board at <http://goldenjubilee.iimahd.ernet.in/alumninb.php>, where all the previous postings during the last one year have been uploaded. Please do download the Registration form from the link and send it to our Alumni Office at [alumni@iimahd.ernet.in](mailto:alumni@iimahd.ernet.in).

You will be delighted to know that Ms.Chandrika Tandon, PGP'75, who was the Grammy Music Award nominee for her album, Soul Call, last year, has agreed to give a live performance as part of Alumni Talent Nite on 10th December evening. Her profile is put up on the website at : <http://goldenjubilee.iimahd.ernet.in/images/MsChandrikaTandon at GJC.pdf>.

Please also go through the posting of August 19, 2011 at <http://goldenjubilee.iimahd.ernet.in/images/CommuConcludingFunction.pdf> and let me know about your interest to participate in the panel discussion, sharing a unique experience of your career and/or performing at the Alumni Talent Nite. This will help us to organize the programme in a much better coordinated way.

You will be pleased to know that your *Alma Mater* has moved a step higher in *Financial Times* Masters in Management ranking 2011 [for PGP] to 7th rank from 8th in 2010. Please see the full table at <http://rankings.ft.com/exportranking/masters-in-management-2011/pdf>.

Hope you all and your family had a very happy and enjoyable Diwali! Looking forward to seeing you at the Campus soon!

*Atanu Ghosh*

**Atanu Ghosh**

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### Placements 2011

The final placement of IIM Ahmedabad PGP, PGP-ABM and PGPX programmes for the year 2011 have been as per the Indian Placement Reporting Standards (IPRS). These standards had been proposed by the Institute to increase the transparency in reporting placement data across campuses and to standardize placement reports to provide comparable data to prospective students.



The Institute hosted a conference on IPRS on 18th June 2011 and invited other B-schools, media and recruiters. It accepted the IPRS on the same day. CRISIL has audited the employment data and has verified that the data has been published in line with the newly instituted Indian Placement Reporting Standards (IPRS).

The IIMA-pioneered IPRS is a framework aimed at standardizing reporting of placement statistics. The framework is freely available in the public domain for voluntary adoption by other business schools. The IPRS specifies the standard format in which the aggregate statistics will be reported across function, sector, and location. The aggregate statistics to be published include minimum, maximum, median and average salaries across every parameter. The framework envisages a clear demarcation of performance linked compensation from fixed salary, thus enabling a more realistic understanding of compensation offered on campus.

The standards also require that employment data be audited by an independent auditor. Says Dr. Samir Barua, Director IIMA, "This is an important step towards self-regulation, and we have set an example for the industry by publishing our data first. The credibility of the data is enhanced by the fact that it has been audited by an independent auditor. We appointed CRISIL as our auditor, given its experience in the management education sector and its established track record of independence."

CRISIL's audit process involved validating the information in the placement report with offer letters and communication of salaries received directly from recruiters. Ms. Roopa Kudva, MD and CEO, CRISIL avers, "I would like to compliment IIMA on this pioneering project. CRISIL is pleased to be associated with this initiative which has as its three pillars - transparency, comparability and verification by an independent agency. We believe this will mark a shift from the excessive focus on the 'highest salary paid' to comprehensive compensation data covering all students in the class which presents a more realistic picture."



Students will be biggest beneficiaries of this initiative as they will be able to make more meaningful comparisons of business schools, keeping their choice of roles and geographic preferences in mind. Business schools which adopt these standards are likely to generate



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greater trust with recruiters and students, and showcase their commitment towards transparency. Recruiters will also be able to benchmark the competitiveness of their compensation with industry medians.



The placements for the 2011 class of the **Post Graduate Programme (PGP)** in Management were conducted between Jan – Mar 2011. Over 120 firms participated in the laterals and final placement process across diverse sectors such as Banking, Financial Services and Insurance (BFSI), Consumer Goods (FMCG), Consulting, Information Technology (IT), Engineering, Energy, Telecom, and Real Estate, amongst others.



### Laterals placement process

The Laterals Placement Process was conducted in January and February this year with firms like Amazon, Deloitte Consulting, Bain, Barclays Bank, Yes Bank, Clearwater, Cognizant,

Microsoft and Infoedge being some of the major recruiters during the process.

### Cluster 1

The Final Placement Process kicked off on 12th Feb 2011, with companies across three cohorts – international investment banks, global strategy consulting and private equity/ venture capital. Major banks like Goldman Sachs, Morgan Stanley, HSBC, Citi, JP Morgan came down for the finals process. Both roles in investment banking as well as global markets were on offer during the finals.



### International Offers

As a reflection of the improving market sentiment and recruiters' confidence in IIM-A students, we saw a number of international offers being made to students. Not only did banks offer roles across geographies, but consulting firms also made international offers this year. Oliver Wyman, Analysys Mason and Heidrick & Struggles were some of the consulting firms which made international offers this year, spanning across New York, Dubai and Singapore. Amongst the marketing firms, HUL and P&G offered roles in Singapore. Cadbury Kraft and Dabur made international offers as well.

### Overview across clusters

Firms participated in the recruitment process across a variety of cohorts, namely global and



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Indian investment banks, strategy consulting, corporate leadership program, global FMCG operations, and IT services. BCG (11 offers including PPO) and EXL (11 offers) were the top recruiters on campus this year. This was followed by McKinsey and P&G, which made 10 offers (including PPO) each.



### Fostering Entrepreneurship

IIMA has always encouraged students to take up entrepreneurship as a career. This year seven students, two% of the batch, opted out of the placement process to become entrepreneurs. Additionally, three students used the final placement process to join Ingersoll Rand's unique two-year, entrepreneurship development program. This year, we also saw one student, who had opted out of placements in 2009, come back and use the IIMA placement services.

The Institute's **Post Graduate Programme in Agribusiness Management (PGPABM)** is a sector specific programme with an objective of providing world class managerial talent to the Food and Agribusiness sector. The final placements for the PGPABM batch of 2011 saw a variety of roles on offer across subsectors such as Food Processing, Agricultural Inputs, Rural Banking and Insurance, Commodity Trading, Food and Agribusiness Advisory, Farm Management and Information Services for Agriculture.

Two students opted out of the placement process to pursue their own entrepreneurial ventures.



This year, there were a slew of new recruiters on campus. Among these, Excel Crop Care and Shapoorji Pallonji Group made four offers each in different functional areas like Strategy, Market Intelligence, General Management and Farm Management. Companies like Sharp Group and Krishidhan Seeds Ltd. offered Strategic and Supply Chain roles making three offers each. Among other new recruiters were Heinz, Axis Bank, HDFC Ergo, Bengal Tools, Agrocom, InGovern Research Services and Amalgamated Plantations. The batch also received a good response from traditional recruiters such as Marico, Godrej Agrovet and TATA Rallis along with NCDEX.

The functional roles offered ranged from Strategy, Marketing, Sales and Distribution, Supply Chain Management, Procurement, Operations, Consulting, Research and Advisory. Certain roles involve a high level of responsibility, viz. Country Manager, General Manager Operations, Executive Assistant to CEO, Strategic role reporting to Executive Director of a group and Venture Analyst for a Venture Capital fund focused on Agri startups.

According to Sagar Desai, Secretary of student placement committee for PGPABM, "The Agribusiness sector is growing rapidly and there is substantial need for sector specific managerial talent. This is evident from the quality of roles that were on offer and level of responsibility associated with these roles."





The placements for the One Year Full Time Post Graduate Programme in Management for Executives (PGPX) saw serious interest and participation from a very diverse group of recruiters this year. This included multinationals, Indian business houses, start-ups, SMEs, semi-government entities as well as NGOs. The spectrum of recruiters covered sectors such as Consulting, Conglomerates, Energy, Financial Services, Health Care, Infrastructure, Information Technology (IT), Logistics, NGO, Online and Real Estate.

## Fostering Entrepreneurship

This year, initially, three students opted out of the placement process to become entrepreneurs. Additionally, two more students decided to start their own ventures, though they had not initially opted out of the placement process and one of them actually had a campus offer by the end of the process. In total, five students opted to pursue



entrepreneurship. This year, we also saw one student, who had opted out of placements in 2010, come back and use the IIMA placement services.

## FPM

FPM participants can opt for both, academic and non-academic placements. For the purpose of academic placements, IIMA does not have a formal mechanism to assist them. Over the past years, participants have found positions in academia on their own.

During Final Placements 2011, two FPM participants had opted for corporate placements. Both have got job offers. The two companies extending job offers are Hewlett Packard and IQR Consulting. The designations offered are, Research Programme Manager and Strategic Consultant.



## PGP Sector-wise Classification

Sector	No. of
Consumer goods (FMCG)	36
Consulting	93
Manufacturing	25
Information Technology (IT)	27
Telecom	8
Pharmaceutical / Healthcare	2
Banking, Financial Services and Insurance (BFSI)	94
Real Estate	3
Engineering / Technology	8
Energy	4
Others	4
<b>Total</b>	<b>304</b>

## Function-wise Classification

Function	No. of Offers accepted
Consulting	91
Finance	93
General Management	31
Marketing / Sales	60
Systems / IT	18
Operations / Supply Chain	11
<b>Total</b>	<b>304</b>

## Global Location Classification

Locations	No. of Offers accepted
Americas	2
E	8
India	260
South-East Asia	14
Rest of Asia	2

*Note: Based on location Details available for 286 offers*

## Indian Location Classification

Indian Locations	No. of Offers accepted
National Capital Region	50
Mumbai	98
Chennai	10
Hyderabad	11
Bangalore	11
Rest of India	6

*Note: Based on India Location Details available for 186 offers.  
Rest of India includes Kolkata, Ahmedabad, Jamshedpur and Pune.*



## PGP-ABM

### Sector-wise classification

Sector	No of Offers accepted
Agri Inputs	13
Plantations and Food Production	7
Consulting	2
Banking, Financial Services and Insurance (BFSI)	7
Food Processing	5
<b>Total</b>	<b>34</b>

### Function-wise classification

Function	No of Offers accepted
Business Development	12
Marketing	5
General Management	3
Supply Chain Management	6
Sales	4
Consulting	3
Operations	1
<b>Total</b>	<b>34</b>

### Location-wise classification

Location	No of Offers accepted
<b>Domestic</b>	<b>32</b>
Bangalore	2
Chennai	1
Kolkata	2
Mumbai	14
New Delhi	3
Pan India	8
Pune	2
<b>International</b>	<b>2</b>
Ethiopia	2
<b>Total</b>	<b>34</b>

## PGPX

### Sector-wise Classification

Sector	No. of Offers accepted
Consulting	4
Health Care	4
Information Technology	13
Online/Media	3
Others	6
<b>Total</b>	<b>30</b>

### Function-wise Classification

Function	No. of Offers accepted
Consulting	4
General Management	19
Project Management	4
Others	3
<b>Total</b>	<b>30</b>

### Global Locations Classification

Locations	No. of Offers accepted
India	35
Americas & Middle East	3

### Indian Locations Classification

Indian Locations	No. of Offers accepted
National Capital Region	9
Mumbai-Pune	7
Chennai	5
Hyderabad	3
Bangalore	11



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## Indian Fund for Sustainable Energy (INFUSE)

The Indian Fund for Sustainable Energy (INFUSE) is a first-of-its-kind public-private-academia partnership to bridge the energy demand-supply gap in India through sustainable entrepreneurial solution. This unique endeavor brings together policy makers, academicians, corporations and developmental organizations to collaboratively incubate, build and fund new enterprises in the sustainable energy sector.

INFUSE is currently supported by the Government of India's Ministry of New and Renewable Energy (MNRE), Technology Development Board (TDB) and BP and will be coordinated and managed by IIMA's Centre for Innovation Incubation and Entrepreneurship (CIIE). Several industry experts have agreed to be involved with the initiative as mentors and advisors to entrepreneurs supported by the initiative. INFUSE also aims at collaborating with other like-minded organizations in the coming few months and putting together a Rs 100 crore fund to be invested in upcoming enterprises in the sustainable energy sector. INFUSE is a unique opportunity for domestic and MNC companies to diversify into the sustainable energy sector, as well as being on the edge of innovation, by investing in innovative start-ups.

What INFUSE will do :

- Support existing innovators and entrepreneurs to pilot and scale-up their solutions through equity investment and mentoring investments up to INR six crores (USD 1.5 million) per venture will be made by INFUSE
- Develop entrepreneurial teams around innovative ideas and business models and seed / incubate them with incubation funds of up to INR one crore per venture

INFUSE was launched on 25th August, 2011 at IIMA by Dr. Farooq Abdullah (Minister, New and Renewable Energy, Government of India) and Mr Narendra Modi (Chief Minister, Gujarat State). Other luminaries present at the event included Deepak Gupta (Secretary, MNRE), Justin Adams (Head, BP Ventures), HK Mittal (Secretary, Technology Development Board), Prof Samir K Barua (Director, IIM Ahmedabad) and Prof Rakesh Basant (CIIE Chairperson, IIM Ahmedabad).

Contributions received from Alumni during 2011-12  
(From April 2011 up to October 2011)

Sl.No.	Name of the Alumni	Batch	Amount
	Alumni Endowment Fund		
1	Rajan Swaroop (USD10000)	1983	431503.00
2	Kalpen Shukla	1986	125000.00
3	Atul Anil Gupta	007	8000.00
4	Saurabh Sonthalia	1990	500000.00
5	Sudip Nandy	1983	200000.00
6	Sunil Kumar Kanojia	1984	40000.00
7	Rajesh Kakkar	1984	30000.00
8	Vipin Sondhi	1984	100000.00
9	Thulasi Thankappan	1984	50000.00
10	T.P. Devarajan	1989	250000.00
11	Jayanta Kumar Basu	1989	300000.00
12	Mohan Sundaram	1984	30000.00
13	Deep Kalra	1992	500000.00
14	Arumangam	1981	1000000.00
			3564503.00
	Towards Alumni Trust Scholarship		
1	Nishith Arora	1979	100000.00
2	Sudarshan Jain	1977	50000.00
3	Shikha Sharma	1980	50000.00
4	Sanjaya Sharma	1980	50000.00
5	V.R. Kaundinya	1979	50000.00
6	Ramesh Mangalcswaran	1993	100000.00
7	Meenakshi Ramesh	1993	200000.00
8	Jaithirth Rao	1973	600000.00
	Total Received 2011-12		164503.00



## Institute launches Hindi website

The Institute launched its Hindi website as a part of the ongoing celebration of the Hindi Fortnight (or *Pakhvada* from 14 to 29 September, 2011). Each year, the fortnight is observed for implementation of the Official Language Policy of the Government of India.

Professor B H Jajoo, Dean, unveiled the website on campus. Professor Anand Kumar Jaiswal, Chairperson of Official Language Implementation Committee, present on the occasion informed that IIMA has become the

first management Institute in India, to officially launch its website in the Hindi Language. It is expected that with the launch of the website, more people would have access to the information on IIMA's programmes and activities.

The other events organized as part of the Hindi fortnight included: book exhibition, essay writing, poem recitation, vocabulary, debate etc. in the Hindi language. To view the website visit:

<http://www.iimahd.ernet.in/hindi/>

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## Speaker Series: Renewable Energy and its Opportunities in India

The PGPX and CIIE (Centre for Innovation, Incubation and Entrepreneurship) hosted Mr Deepak Gupta, Secretary, Ministry of New and Renewable Energy (MNRE), Govt of India on 23<sup>rd</sup> August 2011. Mr. Gupta took charge as Secretary, Ministry of New and Renewable Energy in July, 2008. Before this, Mr. Gupta worked in different ministries of the Govt. of India in various capacities. He belongs to the 1974 IAS batch.

Mr. Gupta's talk was centered around *Renewable Energy and its Opportunities in India*. He emphasised on the importance of renewable energy in meeting the energy needs of growing India. Alternative energy sources are not only essential for reducing the carbon footprint of India, but also necessary for reducing the ever increasing import bill for fossil fuels. He highlighted a few very interesting facts, such as: just two-three years of kerosene subsidies can help in solar-enabling the whole of India and thus cutting the demand for kerosene drastically. He discussed various forms of alternative energy such as solar, wind & biomass. He gave a general overview of all these energy forms, their potential contribution in the energy mix and also

pointed out various entrepreneurial opportunities. Mr. Gupta also insisted on contribution from IIMA with regard to focussed policy formulation, implementation of green initiatives inside the campus and exhorted to the Institute to be a role model for other such institutes/organizations across India.

The talk stirred a lively debate on various facets of renewable energy sector in India during the Q&A session that followed. Participants from different places in Gujarat gave some wonderful examples of various green initiatives in an around Ahmedabad. Mr. Gupta interacted after the talk with various students over tea. To summarise, the talk was extremely informative, as well as inspiring. It was great to know about the abundance of entrepreneurial opportunities in this upcoming industry. The takeaway is that there are government policies in place and it up to student aspirants and entrepreneurs who want to focus on the renewable energy sector to utilise these opportunities. Mr. Gupta stated that IIMA, with its intellectual capacity and resources, can be a front-runner in this field.

**PGPX Media Team**

### **Managing You and Me in Roles and Systems (MAYUMERS)** *Working Conference: March 14-20, 2012*



*Managing You and Me in Roles and Systems* (MAYUMERS) is a working conference designed by Prof. Ajeet Mathur as an experiential learning institution for harvesting insights and developing skills that cannot be learnt from reading or listening to lectures. Participants will have opportunities to deepen their understanding of how men and women can work together engaging more effectively with tasks and with greater satisfaction as individuals.

The primary purpose of the conference is to develop capabilities for responding to management and leadership challenges in organisations. The expanded scope for participation of women in workplaces requires development of women and men for leadership roles in contexts where dynamics of competition, envy and gender biases are consciously and unconsciously present and cannot be rationally willed away by schemes of procedural equality or quotas in gender representation. The educational stance is aimed at developing professionals to be more insightful, skillful, sensitive and courageous as leaders of multi-cultural teams for organisations where gender diversity is valued. The politics of disharmony in managing gender differences can adversely impact people, processes and potentialities. This conference is an invitation to explore and learn about management processes, systems and structures in organisations which lie at the core of strategy. The

processes in a working conference are similar to those we are familiar within our own and other organisations. The emerging insights and developing skills being available for exploration and reflection make the conference experience different and valuable in mobilising authority from personal and organisational roles for transformations.

The pursuit of communication without credibility, and competitive performance without collaboration can be a chase after mirages. Leadership capabilities are next to impossible to develop without adequate experiential understanding of how men and women have similar, but also different repertoires from which to evolve appropriate personal styles. Women as professionals are particularly vulnerable if they are constrained to limit development of their capabilities only within a limited range of behaviour that is consistent with masculine paradigms. This is sadly the outcome from many programmes claiming to enhance leadership capacities among professional women. Men as professionals also experience surprises bordering on bewilderment and considerable anxiety in the search for collaborative equilibria with greater variety in managerial styles due to increased participation of women in organisational roles. (See link for more)

<http://www.iimahd.ernet.in/mdp/MAYUMERS.pdf>



## Unreasonable Institute looking for Unreasonable Entrepreneurs

CIE has partnered with Unreasonable Institute, USA to help them identify good impact entrepreneurs from India. Their latest newsletter says: "Are you convinced that you have the entrepreneurial mettle to improve the lives of millions of people around the world? Accelerate your venture with mentorship from 50 seasoned entrepreneurs and practitioners, ranging from a Time Magazine Hero of the Planet to the CTO of HP: to an entrepreneur who's lifted over 19 million farmers out of poverty. In the process, form relationships with 20 impact funds, like *Acumen Fund*, *Good Capital* and *First Light Ventures* and pitch to hundreds of prospective partners and funders. Do it all while living under the same roof in Boulder, Colorado for six weeks with 25 entrepreneurs dedicated to defining



progress in our time!" For more details, check out:

[www.unreasonableinstitute.org](http://www.unreasonableinstitute.org)

<<http://www.unreasonableinstitute.org/>>.

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## Prof. Srikant Datar : Developing Critical Skills for Effective Leadership



As part of the golden jubilee celebration, Prof. Srikant Datar, Arthur Lowes Dickinson Professor of Accounting and Former Senior Associate Dean of Harvard Business School and Gold Medalist from IIMA, addressed a crowd of more than 500 students from several institutes in the city. Pointing out various critical skills required for an

effective leadership, he spoke on the importance of having an ability to understand what others think and want. according to him, This understanding will further help a person in cultivating an ability to motivate and getting things done through others.

Prof Datar said that getting things done through others means empowering others. However, this is accompanied by a fear of losing control over the individual. In such cases, the ability to maintain a balance or controlling the person in such a way that even more power could be endorsed to the person is important.

The talk can be seen uploaded on the following link:

<http://www.iimahd.ernet.in/goldenjubilee/media.php>.

## 'Programmed' to think different

'My Thinking Programme', an initiative by a company, incubated at the Centre for Innovation, Incubation and Entrepreneurship (CIIE) at IIMA, tries to help school kids analyse and understand theories and concepts better, and think out-of-the-box. The objective of the programme is to develop Higher Order Thinking Skills (HOTS) among students of grades I to V. The idea is to provide primary children a structured programme to develop cognitive, emotional and social thinking skills. "The simplest thinking skills are learning facts and recall, while higher order skills include critical thinking, analysis and problem solving," say innovators Ashutosh and Sangeeta Khurana. "Our thinking development programme serves to enhance the children's focus on



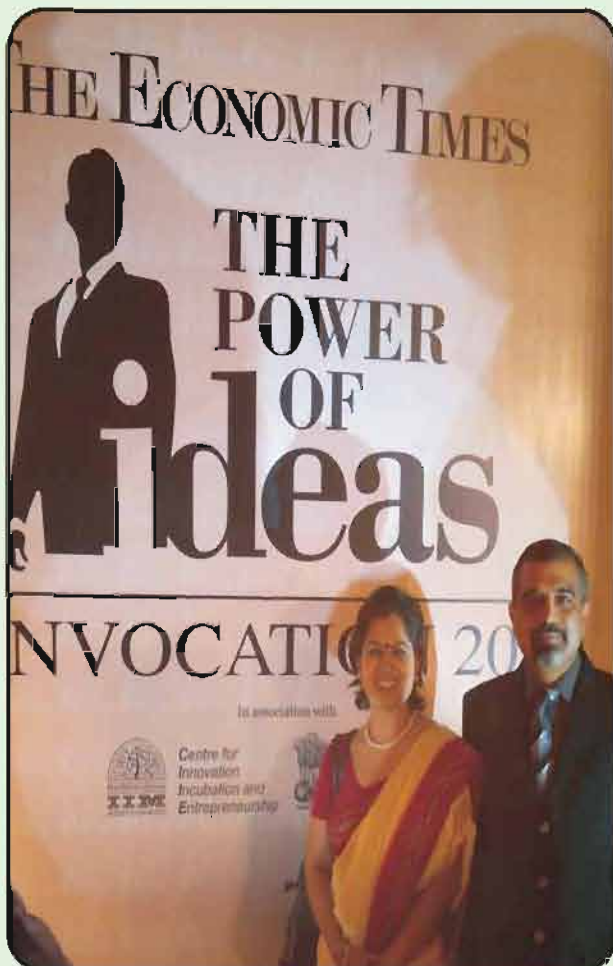
'knowing how' as well as 'knowing what' through thinking skills,. The aim of the programme is to develop 'thinking' in kids through engagement, encouragement and age-



appropriate experiences. Adds Sangeeta, "In abilities according to their age. The programme is based on four fundamentals – thinking skills, thinking concepts, thinking processes and thinking models."

"In recent years, the importance of using educational games or thinking tools in the development of children has become not only popular but quite necessary. However, the core issue still is – Are these educational games being scientifically used to meet the objectives?"

<http://epaper.timesofindia.com/Repository/ml.asp?Ref=QkdNSVlvMjAxMS8wNC8wMyNBcjAwNDAw&Mode=HTML&Locale=english-skin-custom>





## 27th Shodh Yatra : Silli to Hundru, Ranchi

Every year, in summer and winter, SRISTI organizes a Shodh Yatra along with NIF (National Innovation Foundation) and other Honey Bee Network partners in different parts of the country. The purpose is to share what we have learned so far from local communities and learn what we have not. It is natural that every place will offer new insights about how people cope with different stresses and try to innovate or use traditional knowledge to solve everyday problems faced in life. We try to harness, honour



and horizontally link the local wisdom and creative spirit. The shodh yatras are guided by community spirit of solidarity, sharing of costs and living frugally so that we experience some of the difficulties that local communities have been living with for ages. Voluntary suffering (if there is some at all) is intentional so that we remain humble and open to learn from within, each



other, nature and common people we meet during our walk.

The actual Shodh Yatra began one day before we reached Ranchi on 27th May night. There were three young innovators who impressed us with their amazing creativity. Mohammad Sajid Ansari, a student of class seven, had observed his mother, Rubaiah Khatoon, cleaning rice every



day. Generally, some rice gets broken while beating the paddy seeds in the manual husking device and some impurities and other materials also get mixed. Most of us have observed similar sights at our home. But majority of us have learned to live with problems unsolved indefinitely. This is a crime, which our generation has committed almost uniformly in the context of numerous problems faced by poor rural women. Sajid was different. He did not live



with the problem unsolved. He innovated an electrical machine, which separated full grains and broken grains along with other impurities etc.

Nowhere in the country, have we come across a small desktop machine for the purpose. His father, Kalim Ansari is a tailor and provides his services door to door, through a mobile sewing machine mounted on a cart. Unfortunately, during the removal of encroachments in Ranchi city, their house was demolished and they had to move to village Pirra, in Ratu block of Ranchi. Sajid joined the Shodh Yatra during the last two days and showed his creative skills to children in the school and other villagers. He is also a very good Urdu poet and was recognized for his literary skills by the former Governor of Jharkhand. He was also given fee waiver. Let us hope that he will be mentored by Shodhyatris in future and his talent would get due recognition in future.

We also met two sisters; viz. Garima, 12th class and Hina, 9th class who had fitted a battery operated fan on the top of a pen. Given the frequent power supply breakdown, fan would certainly comfort the writer. Next day, we stayed at Kisan Bhavan, Silli and had a round of introductions. Participants from Uttarakhand, Haryana, Delhi, West Bengal, Gujarat, Jharkhand, Andhra Pradesh, Bihar etc., shared their expectation from the Shodh Yatra. There were foreign participants from UK and US, both students and faculty who wanted to explore the

genius at grassroots. This Shodh Yatra was organized with the support of regional Honey Bee Network collaborator, Social Upliftment Trust, led by Rajeev Ranjan Pandey and members of the Literacy Mission.

All along the way, the Shodhyatris encountered a very deep articulation of curiosity to know, explore and dialogue. At several places on the way, the Shodhyatris were stopped and engaged about the local knowledge, livelihoods and culture. At some places, some of the villagers sang traditional songs to convey their vivaciousness. All along the way, there were many old trees as a witness of the local conservation ethic. But in the forests, there were hardly any old trees. Two consecutive years of drought and practically very little public works



programme must have taken a toll of nature as well. When the trains full of people with head load of wood go to Ranchi, it is not surprising that trees are being chopped.

On the way to the next village, we met some labourers who enquired about the purpose of our walk. After some discussions, we gave a copy of Hindi version of Honey Bee newsletter viz., Soojh Boojh to each one of them. They returned all the copies, except one, saying that we should use them to give it to others. The frugality was in action. They planned to share the same copy with others. [Cont'd in link below]

<http://www.sristi.org/cms/files/27th-Shodhyatra-report.pdf>

**Prof. Anil Gupta**



## Indian Road Transportation Exchange (IRTEX)

Indian Road Transportation Exchange (IRTEX) is an electronic marketplace catering to the B2B road freight market in India. Incubated at CIIE, IRTEX is an initiative of Ankur, Nitin and Saurabh — alumni from IIT Bombay, IIM Ahmedabad and Harvard Business School. IRTEX prides itself as India's leading centralised road transportation exchange, providing pan-

IRTEX is focused on improving in-process efficiency by consolidating fragmented road transportation sector in India. "We are currently fulfilling Mumbai (including nearby regions) outbound transportation requirements of our users. Currently, IRTEX has more than 2000 active users who are using our services on a regular basis. With some of the leading



India transportation services and innovative web solutions for transport and logistics professionals. Established in 2009, IRTEX continues to maintain or exceed standards that are demanded by leading 3PL companies across the globe. IRTEX has been recognized and rewarded as one of the most promising startups in India for 2010 by 'Power of Ideas' and 'Proto.in'.

IRTEX is engaged in a streamlining a wide range of practices and processes in a highly unorganized, fragmented and inefficient road transportation industry. IRTEX helps in reducing lead time by fulfilling transportation requirement of any size, by bringing all stakeholders of transportation industry to a common platform. This allows quick engagement and collaboration

transportation houses in India already on our client list, we completed more than 7500 transactions through our portal within the last one year," informs Ankur.

In a short span of one year, IRTEX has been able to create significant traction from the market with users, realising upto 10% in overall cost savings and up to 20% increased asset utilisation in partnering with IRTEX. Riding on their success, the company is now planning to expand its operations across various logistics hubs of the country, pretty soon.

*(For more information about IRTEX, call 022 28574446, or write to [info@irtex.in](mailto:info@irtex.in).)*

## ENTREPRENEURSHIP FAIR 2011

The Institute successfully held an Entrepreneurship Fair on 25th September 2011, for the second year running. This year we had 18 firms visiting campus, and saw over 400 students from 34 other schools registering for the event. The event was a great success with all students getting a chance to network with key decision makers in start-up ventures.

Many social entrepreneurship firms participated in the fair, including *Armaan Foundation*, *Bharat Calling*, *Radhee* and *Ekjaa*. Harsha Mukherjee from *Ekjaa*, said, "It is very exciting to see the youth of today willing to work in socially motivated organizations." Arshadeep (PGP-I) was also excited by this chance to meet people working in social entre firms. She felt that this was a good opportunity to learn about how start-ups work in diverse areas before the summer internship process kicks off.



Students from other campuses like MICA, Nirma University, SPJIMR, SIBM and other IIMs had registered for the event. First year students from Fr. C. Rodrigues Institute of Management Studies (FCRIMS), Vashi had traveled down to Ahmedabad for the event. They felt that meeting entrepreneurs gave them an understanding on how the theory they learn in class can be applied practically. They said, "Attending this fair gave us a better understanding how to tackle the

challenges in a new venture. We are inspired by this fair and hope to use this experience to set up an Entre Club in our institute with like-minded people."



Start-ups *Vmukti* and *Proof of Performance* had attended Entre Fair 2010. Both companies felt that the fair, this year, was better organized, with greater participation by companies and students. They appreciated the high engagement with students and also with other firms. They agreed that fairs of this nature would help them build a better network.

Many students found the story of Sri Hari, founder of *Tiszta*, particularly inspiring. He had started his venture during his second year in engineering college and had graduated two months ago. He now has 10 full-time employees and 70 people working on projects. He plans to open a second venture soon. According to Anurag Bhatt (PGP-II), "The fair expanded my field of vision. As I plan my career it helped me get an idea of opportunities that are not typical, and where I can be the key decision maker."



### Three CIIE Incubatees Supply To Armed Forces

Three start-ups incubated at IIMA's Centre for Innovation, Incubation and Entrepreneurship (CIIE) have achieved the distinction of supplying products to the armed forces. The light combat aircraft, 'Tejas' will use ceramic sensors supplied by Ants Ceramics. "Our sensor project for the

forces and have been exporting a few products as well. If not for CIIE, it would have taken us longer to achieve it," said Pulkit Gaur, founder, Gridbots. Finally, Baruni Systems supplies operations management and domain awareness solutions including mobile devices to armed forces. Baruni



aircraft began months ago," says Ashiwini Jain, co-founder of the company, a venture by IIT-Kharagpur faculty that will manufacture high-end ceramic components for industrial applications.

Next, Gridbots, an artificial intelligence start-up, manufactures a suite of robotics products, and supplies robots to the Indian Navy, Indian Army, BARC etc. "We supply products to the armed

Systems has been founded by two former defence personnel, an architect and an entrepreneur.

<http://timesofindia.indiatimes.com/india/iim/a/incubated-firms-boost-defence-firepower/articleshow/8703748.cms>

#### FEEDBACK FORUM

Tell us how you find the ALUMNUS. Send in your suggestions, criticisms etc. and let us know what you wish to see in future issues. We would like to hear your views.

### Colloquia Evenings at Gender Resource Centre

IIMA's Gender Resource Centre has implemented several new initiatives during the year 2011-12. A series offering monthly colloquia evenings was inaugurated in August with the screening of a French film, "Women are heroes," followed by a spirited discussion led by Mr Phillippe Martin, Director, Alliance Francaise d' Ahmedabad. In September, there was a public lecture titled "What is different about organizing women and men" by Professor Ajeet N. Mathur, Chairperson Gender Resource Centre as a sequel to his research study on "The Politics of Disharmony in the Management of Gender Differences". The colloquia discussed why women and men are both better off organizing differently from each other.

Prof. Mathur explained that the expanded scope for participation of women in workplaces, points to the need for development of women and men for leadership roles in contexts where dynamics of competition, envy and gender biases are unconsciously present and cannot be rationally willed away by schemes of procedural equality or quotas in gender representation. He added that there is a need for developing professionals to be more insightful, skillful, sensitive and courageous as leaders of multi-cultural teams for organisations where gender diversity is valued and the politics of disharmony in managing gender differences need not adversely impact people, processes and potentialities.

Announcing the working conference "Managing You and Me in Roles and Systems" (March 14-20, 2012), Prof Mathur explained the thinking behind its design. According to him, the pursuit of communication without credibility and



competitive performance without collaboration can be a chase after mirages. Leadership capabilities are next to impossible to develop without adequate experiential understanding of how men and women have different repertoires from which to evolve appropriate personal styles. Women as professionals are particularly vulnerable if they are forced to limit development of their capabilities only within a limited range of behaviour that is consistent with masculine paradigms. This is sadly the outcome from many programmes claiming to enhance leadership capacities among professional women. Men as professionals also experience surprises bordering on bewilderment and considerable anxiety in the search for collaborative equilibria with greater variety in managerial styles due to increased participation of women in organisational roles. The challenges arise from at least three significant perspectives:

(1) Men and women at workplaces connect and interact in a plurality of working relationships as peers, "seniors", "juniors" in task roles and as mentors-/protégés, coaches-coachees etc in helping relationships.

(2) Nowadays, more and more men and women as "couples" work in remunerative employment



in the same or different organisations and are concerned about work-life balance, gendered division of work in families and in workplaces, and politics of organisational relatedness.

(3) Work partners (where one or both may be men or women, married or not), as task dyads or members of teams in organizations seek harmony in role sets inside task systems and role spaces outside them. Dyads, who work closely together, without any intimate personal relationship, can also attract fantasies of others assuming them to be a “couple.”

Anyone in a role experiencing any one or more of these three contexts requires development of skills for understanding covert processes and managing boundaries in a special way for which no formal education or training prepares us. The residential working conference “Managing You and Me in Roles and Systems” (March 14-20, 2012) directed by Prof Ajeet N. Mathur with international staff is a special offering as a management development programme by the Gender Resource Centre. The primary purpose of this working conference is developing capabilities to respond to management and leadership challenges in organizations. The conference will provide opportunities to explore in depth issues concerned with implications of pairings for task boundaries, disharmonies manifesting from masculine and feminine identities in work life, challenges in managing close task relationships in dyads within and across gender differences, and the nature of complexity inherent when “couples” or “dyads” of the same or different gender - married or not - raise “pictures of relatedness” for others in the same organisation. This conference responds to the need to address important managerial

challenges for individuals, couples, and organizations in engaging and resolving the politics of disharmony in managing gender differences.

“Working conferences” are designed for harvesting insights and developing skills that cannot be learnt from reading or listening to lectures. The processes in this 'temporary learning institution' are similar to those we are familiar within our own and other organisations. Insights and developing skills being available for exploration and reflection makes the conference experience valuable in mobilising authority from personal and organisational roles for transformations.

Participants will have opportunities to explore role-making and role-taking in a variety of settings to explore how inner and outer worlds affect management processes in groups and organisations. Together with conference staff, participating members can experientially understand 'politics of relatedness' and leadership phenomena through exercise of authority and its delegation; examine and develop their own capacities to lead; diagnose problems of organisational functioning; and learn to work through problems by becoming more aware of “others” who have different experiences arising from perceptions and reactions to the exercise of authority - by men, by women and jointly by men and women. Benefits to organisations include increased capacity to lead and to organise harmonious and effective teams of men and women at work for managing in rapidly changing and complex environments. This working conference is for anyone interested in developing a deeper understanding of

managerial and leadership processes in organisations. The concern is with 'management' as a process, rather than 'management' as a collective noun. There is no requirement of any particular previous experience or knowledge. Willingness to learn from one's experience of participation in the events and processes of the conference is the only pre-requisite. There could be advantages if members participate with colleagues in similar roles or from the same setting. Work-dyads and couples are particularly encouraged to enroll for this working conference. The maximum number of places available is 48. Participants may come from professions, business, finance, politics, diplomacy,

government and local authorities, NGOs, health services, social care, education, consultancy, justice systems, religious orders, agenda-based activisms, and environmental organisations. This working conference is offered for managers, leaders, entrepreneurs, administrators, activists, educators, researchers, consultants, clinicians, service providers, professional and technical workers for deepening their understanding of professional working in a variety of contexts. Places on this working conference are available until October 31, 2011, the closing date for registrations. For more information and how to register, click on <http://www.iimahd.ernet.in/mdp/MAYUMERS.pdf>.

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### Concluding Function: Golden Jubilee Celebration



The concluding function of the Institute's Golden Jubilee celebration will be held on 10-11 December, 2011. All current and former Board members, Society members, faculty, alumni and present students are invited to this event. More than 125 alumni and 255 persons (including family members accompanying) have confirmed their participation.

Some of the well-known alumni who have tentatively confirmed their participation, to date include Kiran Karnik, K.V.Kamath, Vindi Banga, Jaiteerth Rao, Shikha Sharma, Prakash Telang,

Deep Kalra, PD Rai, K.Raghavendra Rao, Srikant Datar. Chandrika Tandon, one of the first women partners at McKinsey and 2011 Grammy Award nominee for her music album, Soul Call, has confirmed her participation and performance at the Alumni Talent Nite. Prof. Prafull Anubhai's book on IIMA history, Why IIMA is What IIMA Is, will be released on 11th December. Please block these dates to enable you to be present and interact with large number of stakeholders at one place.

*Prof. Atanu Ghosh  
Dean (Alumni & External Relations)*



## Study: Profit or Purpose - The Dilemma of Social Enterprises

According to a study by Prof M S Sriram, *Profit or Purpose: The Dilemma of Social Enterprises*, growth may slowly lead to a mission drift for many social enterprises, The profit motive puts pressure on the organizational purpose, which scrutinises social entrepreneurship, and classifies social enterprises into not-for-profits co-operatives and for-



profit social enterprises. For-profits with a double bottom line are vulnerable to tilt disproportionately towards profits, thereby questioning their objective. (Cont'd in link)

<http://timesofindia.indiatimes.com/city/ahmedabad/Growth-leads-to-drifting-from-purpose-for-social-enterprises-IIM-A-study/articleshow/9878816.cms>

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## Innovations for preserving endangered species

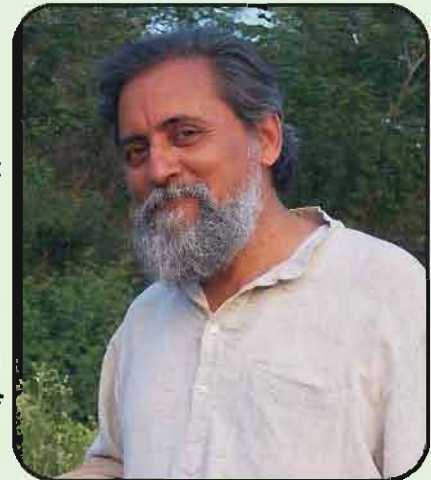
Notwithstanding the failure of Honey Bee Network in persuading policy makers to provide space for a visible, physical, multimedia, multi-linguistic exhibition in this state, cross-fertilisation of ideas across the country has continued unabated.

Previously, I had shared the story of how a Rs 5,000 bamboo windmill innovated by Mehtar Hussain and Mushtaq Ahmed from Assam found application in Gujarat to improve lives of salt workers. Already 25 windmills have been installed by Grassroots Innovation Augmentation Network (GIAN) in Pipavav supported by Choudhary Designers and Fabricators, Ahmedabad and Alstom

December, 50 windmills will be set up, costing about Rs 65,000 each, making a palpable difference to the lives of salt workers.

(Cont'd in link)

[http://www.dnaindia.com/analysis/report\\_anil-gupta-innovations-for-preserving-endangered-species\\_1586143](http://www.dnaindia.com/analysis/report_anil-gupta-innovations-for-preserving-endangered-species_1586143)



**Prof Anil Gupta**

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## IIMA-Harvard joint case studies on movies

The Institute's course on Contemporary Film Industry: a businessperspective, will shortly go global, as the course coordinator is in talks with a faculty at Harvard Business School to use Hollywood practices for management education. According to Kandaswamy Bharathan, alumnus and visiting faculty who designed the course, it lacked global perspective: "The idea is to understand global aspects of the film industry and get more insights into Hollywood's best practices, which can be taught to students here."

The Institute will employ cross sectoral learning which Harvard has adapted from Hollywood.

The IIMA-Harvard collaboration may result in joint case studies on Hollywood and Bollywood movies, with the objective of studying how MBA methodology and film industry strategies can be helpful for each other. "A film is made with 200 people and a particular budget in a short span of 15-20 months," says Bharathan; "if a management student wants to set up a Rs 50 crore factory within a short time, he can take lessons from the film industry through this course".

[http://articles.timesofindia.indiatimes.com/2011-08-08/education/29863929\\_1\\_contemporary-film-industry-case-study-iim](http://articles.timesofindia.indiatimes.com/2011-08-08/education/29863929_1_contemporary-film-industry-case-study-iim)

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## Two from IIMA on Railway Modernisation Committee

Prof.G Raghuram (PGP- 1978) and Vinayak



**Vinayak Chatterjee**

Chatterjee (PGP-1981) havebeeninvited to be part of an expert group for the modernisation of railways. In a mail to them, Sam Pitroda

writes: "I feel that Indian Railways is a significant engine of growth and development in our country and has huge potential for innovation, reform and

modernisation at various levels. I am excited to be part of this initiative and wouldliketotake this opportunity to welcome you to this Committee. I look forward to working with yousothatwecan collectively develop solutions and strategies to take the railways to the next phase of development andmodernisation."



**Prof. G. Raghuram**

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## The Young Turks

*A key requirement at IIMA, for a while, has been getting competent, new faculty to meet the Institute's ever-burgeoning needs; people who can supplement the old guard and existing body of knowledge with fresh perspectives, and research. ALUMNUS profiles some of the young professors who have joined in the recent past and are the future of the Institute :*

**Prof Prahalad Venkateshan**  
Assistant Professor  
P & QM Area



I ended up in industry after my doctoral studies. I always wanted to get back into academia before inertia took over and so, applied to a couple of faculty positions in

India and chose IIMA. Prior to this, I worked in banking for three and a half years. I have a doctorate in Operations Research from Case Western Reserve University.

Professionally, I've enjoyed teaching the core OM course for PGPs. The teaching load was not too heavy and as a result, I was able to make progress on many of my research projects as well. My family and I have enjoyed our stay within campus. The greenery is quite intoxicating. By way of other interests, I enjoy Table Tennis, but haven't been able to find a consistent partner to spar with.

**Prof D Karthik**  
Visiting Assistant Professor  
Business Policy Area

Having completed my FPM from IIMA and graduating in 2006, I worked in the corporate sector for four years, with the last three years in Fidelity's Bangalore office, in their Business Intelligence division. I am also an associate



member of The Institute of Company Secretaries of India and have a B.Com (Hons) degree from University of Delhi.

I was attracted to an academic career by the opportunity it offered to engage in research and teaching and recently joined IIMA. The scope and freedom to pursue research is tremendous at IIMA and it has been a very encouraging and rewarding return back. The challenge of teaching bright students is exciting. I work in the field of diversification both, within and across industry in emerging economies. I am also currently exploring the application of data visualisation in management field. I also enjoy biking a lot.

**Prof Abhishek**  
Assistant Professor  
Marketing Area



Prof Abhishek obtained his doctoral qualification of IIMA and masters degree from the Institute of Rural Management, Anand (IRMA). Prior to joining the doctoral program, he has worked with Hindustan Latex Limited (a Government organization manufacturing and marketing contraceptive and healthcare products) and Development Alternatives group in different marketing positions. He has travelled extensively in rural India and was involved in planning and implementing social marketing projects for different products and services.

His research interests are in the field of consumer behavior in retail context, marketing communications, rural marketing and social entrepreneurship. He has written cases in rural marketing and social entrepreneurship and prepared simulation games which have been used in different institutions. He is member of the advisory board of a social enterprise engaged in vegetable supply chain in Bihar. Abhishek's other interests, besides academics, are photography and calligraphy. He is extremely fond of playing with his daughter in his free time.

## **New Case Studies**

### **CENTRE FOR INFRASTRUCTURE POLICY AND REGULATION (CIPR) Arshiya Rail Infrastructure Limited *Gangwar, Rachna and Raghuram, G***

In February 2011, Mr Ajay Mittal, Chairman and Managing Director of Arshiya International Limited, had to decide a way forward for his rail container business following Ministry of Railways new circular on haulage. This circular, which levied commodity specific haulage in

domestic segment, along with other conditions on siding usage had affected his existing business adversely and created uncertainty for some of the ongoing deals. The absence of an independent regulator had increased the business risks for him.

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### **PRODUCTION MANAGEMENT (PROD) *Mukherjee, Saral; Raghuram, G and Soman, Chetan***

ACC Limited, under Project 30-30, had targeted to produce and sell 30 million tons (mt) of cement in the year 2011. In May 2011, the Head of Central Logistics had found the target of the project to have become increasingly difficult to achieve. He believed that to sell 30mt of cement, 30 mt had to be transported, thereby, advancing the role of the logistics function from that of a mere facilitator to a critical actor. As possible opportunities to increase sale, issues at the Bulk Cement Corporation (India) Limited (BCCI), and the plant at Wadi are discussed in the case. The Head of BCCI had raised a concern on decreased logistical capacity of BCCI post a mandate from the Indian Railways on transporting 58 wagon rake against 41 wagon

rake. A common belief was that with more wagons per rake, the quantity transited from Wadi would be higher. However, this was not the case and a capacity addition was proposed. The President of Wadi Cluster had expressed that as an effort to reduce the transit time between Wadi and BCCI, priority was given to loading for BCCI. Though improvement was observed, with the introduction of 58 wagons per rake, Wadi was facing issues. This had affected Wadi's ability to serve other markets. The focus of the case is on analyzing the options being considered by ACC to increase market presence, logistics capacity at BCCI, and the overall throughput at Wadi.

*(Cont'd on next page)*

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(Cont'd from last page)

## COMMUNICATIONS (COM)

### Total Transformation: The Brigade Way

Kaul, Asha

The case discusses the initiation of Sampoorna Parivartan (Total Transformation) at Brigade Enterprises Limited (BEL) which operates in the real estate and construction sector in south India. In 14 years, BEL had grown to become a conglomerate of five companies generating business worth ` 500 crore in 2010. Given the growth in business, Mr Jaishankar, CMD, BEL, anticipated that business would cross the ` 10,000

crore mark by 2020. This quantum leap required a sea change in the way Brigade functioned. With this in mind, BEL introduced a change management programme, Sampoorna Parivartan (SP), in 2009. The case deliberates on the following questions: Would BEL be able to achieve the desired growth? How would SP help the company achieve its growth vision for 2020 and help it become an "Enterprise of the Future"?

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### Study: Pro-equity Effects of Ancillary Benefits of Climate Change Policies

If the PM10 concentration level is reduced to 60ug/m<sup>3</sup>, the upper boundary of ambient air quality norm for residential areas in the country, it will be in favour of the health of the economically weak sections. This is revealed by a study by Prof Amit Garg, Public Systems Group at IIMA, titled *Pro-equity Effects of Ancillary Benefits of Climate Change Policies: A Case Study of Human Health Impacts of Outdoor Air Pollution in New Delhi*. The study states that low income and middle income groups remain worst affected by diseases like tuberculosis, asthma and bronchitis.



This is because lower income groups are exposed to higher concentrations of pollutants and have higher baseline mortality and morbidity rates. Access to healthcare is also unequal, due to the expenditure required. These issues add to reducing the capacity of lower income groups in dealing with air pollution.

[http://www.dnaindia.com/india/report\\_air-pollution-more-harmful-to-poor-makes-them-vulnerable\\_1582403](http://www.dnaindia.com/india/report_air-pollution-more-harmful-to-poor-makes-them-vulnerable_1582403)

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### IIMA moves up in Economist ranking

In the 2011 ranking of full-time MBA programmes by *The Economist*, IIMA has been ranked 78, moving up seven steps from last

year's rank of 85. The detailed data is available for each school at [economist.com/whichmba](http://economist.com/whichmba) <<http://economist.com/whichmba>>

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**150 YEARS**  
MASTERING SPEED FOR 150 YEARS



- 1860 Edouard Heuer founded his workshop in the Swiss Jura.  
1916 First mechanical stopwatch accurate to 1/100th of a second.  
1969 First automatic chronograph.  
2011 TAG Heuer CARRERA Calibre 16 Day-Date.

**DELHI:** SELECT CITY WALK, SAKET, 40588700; **GURGAON:** AMBIENCE MALL, 4665489;  
**MUMBAI:** CR2 MALL, 66150351; INORBIT MALL, MALAD (W), 66406991; INORBIT MALL, VASHI, 27811539;  
**BANGALORE:** THE FORUM, 22067775; NEXT TO CKC, 41130611; **CHANDIGARH:** SECTOR 8-C, 5086480;  
**HYDERABAD:** INORBIT MALL, 40202881; **LUDHIANA:** FEROSZ GANDHI MARKET, 5088224





**TAGHeuer**  
SWISS AVANT-GARDE SINCE 1860

**ēthos**  
SWISS WATCH STUDIOS

### Speaker Series: Talk by Harsh Nanda

Harsh Nanda, executive director of Goldman Sachs, delivered a talk as part of the speaker series programme of PGPX. After providing a background on the history of Goldman Sachs, he explained the various transaction types used by Private Equity firms in financial engineering, throughout the world.

Mr.Nanda gave an overview of the Indian Private Equity Industry and the opportunities and challenges that are inherent in the PE area when seen in the Indian context. He commented that although the Indian PE field is relatively less mature as compared to the developed world, PE firms cannot afford to ignore India, because of the recent growth in almost all the sectors. He opined that PE in India will mature as the economy continues to grow and as the regulatory environment changes to promote even more FDI in currently, restricted industries. He said that currently the PE firms in India only provide strategic and growth capital to enable entrepreneurs to reach a "critical mass" before they can raise money by going to the stock market. He provided the statistics on the current investment made by PE firms, noting that a majority of the investment in India are in energy and financial services sectors. As per Mr.Nanda, the main challenges of PE firms in India are due to its nascent stage, India's abysmal contract enforcement and regulatory restrictions and also because of the huge dependence on promoters and founders for any firm's success. However, he



was optimistic on the future of PE firms in India because of the opportunities available across the spectrum of industrial sectors.

Towards the end of the session he advised the students of the PGPX programme on pragmatic ways to build a career in the private equity field, especially for those students who do not have experience or background in the private equity and financial services industry.

*Harsh Nanda is an executive director in Goldman Sachs' Merchant Banking Division (MBD) in India. He is responsible for investments across growth and buyout opportunities.*

*Speaker Series is an event where PGPX students interact with top managers, executives and innovators from the corporate world. PGPX is a one-year, full time MBA course at IIMA, for students with substantial work experience, and was ranked 11th in the world in this year's Financial Times rankings.*

**PGPX Media Team**



## Pradeep Bhargava: Talk on ethical business practices

**Pradeep Bhargava** (PGP-71), Managing Director, Cummins Generator Technologies India Ltd. while delivering a lecture on ethical business practices as part of the 'Economic Times in campus lectureship series, 2011,' talked of the need for us to introspect, while agitating for a strong Lokpal. He said, "unethical business thrives where values are



secondary. An honest society will not accept corrupt business indefinitely. He added that we

need to look beyond governments while talking about corruption: "There is a giver for every taker and the giver has more to gain than the taker." Listing choices that can help business follow the correct path, he said that compliance is the best form of gratification as it ensures inner piece and sustainability. [Cont'd in link]

[http://articles.timesofindia.indiatimes.com/2011-09-29/pune/30217314\\_1\\_bhargava-sustainability-values](http://articles.timesofindia.indiatimes.com/2011-09-29/pune/30217314_1_bhargava-sustainability-values)

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## Divyesh Desai : Managing Energy Business in Turbulent Times

**Mr. Divyesh Desai**, Regional Marketing Manager, Shell (Hazira LNG Pvt.Ltd.), delivered a talk at IIMA on 15<sup>th</sup> October on *Managing Energy Business in Turbulent Times*. He has worked in various capacities in the energy sector and his experience covers major business functions like Business Planning, Business Development, Marketing, Economics, Regulations and Contract Negotiations. He also has extensive experience in long-term energy supply contracts, transmission contracts, capacity access contracts etc.

The world is witnessing major changes in energy value chain. The demand for energy is on the rise, fossil fuel stocks are uncertain and there is an increasing imperative to reduce climate change impacts. This has major implications for firms engaged in the business of transformation, supply and distribution of energy. The talk included perspectives on the current business climate in relation to global energy scenarios, the way in which the global industry structure is being affected and being shaped, the issue of price volatility and why it is here to stay, the role of markets and the case for India.

### "21 men against 10,000"

"21 men against 10,000 men" - what are the odds of the former holding against the latter? Conventional wisdom will give us just one answer; next to nothing. And that's where the military ethos comes into play. Not only did these 21 brave men fight till their last breath, but they delayed their enemies considerably from advancing any further.

Lt General Rajesh Kochhar, AVSM, SM, VSM – Chief of Staff, Army Training Command, shared many such military stories during his lecture on 'Essentials of Military Leadership.' As per the General, military ethos places the interest of the country and men under the command of an Army Officer. And the corporate world can benefit immensely from the army ethos that stress on dedication, justice, equality and total commitment.

He used many such anecdotes to explain how one can learn and apply the lessons from these stories to become an effective leader in the corporate world. With 39 years of distinguished service in Indian Army, the three-star General has fought many battles for the nation and also under the United Nations flag. Himself an engineer, he used the law of thermodynamics to explain the relationship of challenges in the making of a leader. "Higher the heat, greater the expansion" is the essence of the second law of thermodynamics. So is the life of a leader. The bigger the challenge, the greater the opportunity for leaders to shape their own frontiers.

He emphasised the importance of ethics, values and morals, in the making of a leader. His lecture was punctuated by pearls of wisdom from military leadership. Sample this: "Whether you lead five men or five million, the essentials of leadership are the same." Talking about the



principles of leadership, he said that true leadership means developing others and encouraging them to take leadership roles at all levels. Leaders genuinely believe in what they are doing and engage those around them in the same way. While dwelling into the nitty gritty of strategic planning, he said: "Disagreement during the strategic and planning stage is acceptable, argument beyond that is unacceptable."

Drawing upon his vast experience of leading from the front, he said that as a leader, people should trust you and be sold on your vision. He asked the audience not to complain about what they do not have and to remember that people are more important than resources. In the end, he stressed upon the need for leaders to uncomplicate issues for their followers. An effective leader understands the KISS principle. "Keep It Simple, Stupid!"

*Speaker Series is an event where PGPX students interact with top managers, executives, thought leaders and innovators from the corporate and academic world. PGPX at IIM-Ahmedabad is a one-year fulltime MBA course, for students with substantial work experience, and is ranked 11th in the world in the Financial Times Business School rankings.*

**Abhishek Gupta, PGPX**  
(Photo by Sameer Madan, PGPX)



## An Evening with Jerry Rao

*"The British wanted our universities just to set the syllabus, conduct exams and award degrees; we have successfully done that."*

The Public Policy SIG (Special Interest Group), held an interaction with Jaitirth "Jerry" Rao (PGP-71) on 17th October, 2011. The discussion was attended by over 80 participants from management programs including the PGPX, PGP-ABM, PGP and AFP, as well as the faculty.



leading universities in United Kingdom, while the Indian Universities should restrict themselves to "setting the syllabus, conducting exams and awarding degrees." While he called for radical measures for change in the current system of education, including more autonomy for premier institutes,

misuse of autonomy was thought as a necessary trade-off.

Primarily focussed on education in India, the free-flowing session brought forth views from various other fields like IPR-related issues in the Indian IT industry and political ideologies. While the extensiveness of the discussion can be understood by the different topics brought forward, the education sector in particular was covered in a more intensive manner. Jerry believes that the education sector is chiefly what the British designed it to be under the assumption that all new knowledge would be created in

RTE was also problematic because of its disregard to the private sector. Private schools reportedly offer better education in the slum areas than government schools at a lower cost if test scores are thought of as an indicator. However, RTE has "disincentivised" this system of education. Finally, a bridge between politics in the country and education was established via powerful teacher unions. Jerry held them responsible for what he called the "linguistically idiotic" trend in several states, due to unwillingness to adopt English as the primary language.

Talks by guest speakers often turn into monologues with just one-way communication. However, an enthusiastic participation from the students and other attendees and sharp, witty responses from the speaker made sure that the talk remained engaging and enjoyable throughout its duration of nearly two hours.



## When You Depart

Time. It knows all and tells all. It controls beginnings and endings, dreams and promises, truths and illusions. How incredible the wisdom held in its hands.

He was starting over. A little unsure but proudly unafraid to take the next step, he wondered. He began to think of this time in his life as a kind of unfinished mosaic. Only when all the pieces were found and fit together, would the image be visible. He was now in the process of moving on, aware that some of the pieces of his heart were still missing. But he was all right with that. He had found enough courage to begin again, and that had been the difficult part. After the beginning was in place, the rest would slowly fit together. This much he knew.

He had closed one door and opened another, taking with him the things that mattered: memories, his capacity to love, his spirit, and his soul. Focusing on these, he was picking up pieces of his life, one by one. It would take time, but he knew the missing pieces would be found that same way, one by one.

Looking at time differently now, he would never take any of it for granted again. It had become a precious gift to him, he savored its full measure, tried to make it all count. With its help, he was seeing more of the essence of who he was, and that which defined his. Time was now a part of his life.

He felt proud of the choices, decisions, and judgments he was making. The logical side of his was gentle, knowing all the while that decisions are not irrevocable, and choices can be changed. Not rushing, he taught himself slowly, carefully, aware of his fragile vulnerability. The lengthy lessons of a lifetime with his beloved wife helped.



The child in him soaked up the knowledge, for he was eager to learn, anxious to discover. He would never reach back, or try to re-live yesterday; instead he'd remember the gifts it had brought, and hold on to them until all traces of emptiness were gone. He was learning the importance of forgiving himself, and accepting the truth that whatever someone else did was not his fault. He was reliving the agonies of a zillion mistakes he had made all along in life. The closing of this chapter of his life had begun.

To finally let go of the weight of the hurt he had felt made him feel free and lifted his spirit. By allowing his heart spontaneity, he found that singing loudly off-key in his car and dancing barefoot in the moonlight with the girl child next door lifted his soul. He listened to music some more, and kept vases filled with fresh flowers, remembering the spontaneous happiness on his wife's face when he did get them home occasionally — knowing all the while that this time around they were there for him alone to see. Appropriate enough. However, he was not entirely alone — he had found someone. He had found himself renting a small house in a small town, way beyond civilization, brought him the warmth and geniality of a quiet old neighborhood. It put him in touch again with some of the simple things he'd only read of and given up as a fairy tale — picking fruit from the trees, a neighbor greeting him in the mornings, another handing him a carelessly tossed newspaper through a fence.

He awakened to the freshness of the ocean air, the whisper of its breeze, and the faint early sounds of bells from the temple in the far distant. Children's laughter lightened his afternoons, and in the early evenings he watched backyard birds drink from the birdbath under the pomegranate





tree. He found small joys in the experiences of these ordinary days, and drawing upon this, felt of value again. He was beginning to heal.

Thankful for all the blessings God had given him; those he treasured most were his wife and daughter. He cherished them dearly, loved them completely and let them know it, no matter their age. His reason for living, they propelled him into the tomorrows of his days, and he felt more alive each day, because of them. They were God's gifts to him. And he was alive and living simply because of them. His daughter was still around, but had little use for the old blabbering man that he was now. But he still loved her deeply ... as he always did.

In addition to them, he was grateful for being involved with a work he loved. This was a different kind of love, but one he also met with a passion. It was important to him, not just for his ability to make a living, but because it enabled him to stay close to his feelings, his philosophy, and the heart he still wore on his sleeve. It made him feel real.

His work represented that which he was a part of, that which he knew intimately, spiritually. Through this, he recognized that his passion for life was responsible for the development of the artist within him. It brought him joy, and his soul needed to feel joy. No matter how swiftly life moved; he would not let himself forget this. Another piece of the image had been found.

Although not particularly analytical, he had discovered his own simple strengths, and the

realisation that he didn't have to be everything, just himself. No longer trying to live moment to moment, he had become conscious of his existence. He had found new meaning in his life, and knew that no matter how hard life is, it is of great value and worth living. Life had to be kick started again after the untimely demise of his wife.

He believed in hope, love, and the courage of his spirit, and knew that whatever was to happen in his future, would not happen by chance. He had faith in something larger and more wondrous than life. God, he thought, was taking time to guide him, especially through this September part of his journey. Making a commitment to himself, he had promised his heart not to miss any of the small joys as he lived these days of his life. He vowed to continue to appreciate the real beauty found in the wonder and experience of living.

Singing out of tune to music on the radio, he put a single gladiola in a vase, and brought out the bright pottery dishes his wife so lovingly had kept. He was unveiling more of his life every day. With his heart, he could almost see the mosaic beginning to form — its image would include all the pieces of his heart and soul, and show his spirit dancing as free and as beautiful as he imagined. It would be worthy of all he'd dreamed.

He knew that somewhere in time, the pieces would all fit together. He also knew that this time in his life was meant for him. With the ticking of the clock on the wall, he placed a setting for one at the old glass top dining table on which he had shared many a meal with his wife and daughter, and sat down to dinner.

*(Lt Col Shubhojit Bhattacharya is an alumnus from NDA and a graduate of the Technical Staff College. He has served as a Military Observer on UN and has commanded an artillery regiment in an operational area. He has also published a book, A Soldier's Diary - a Collection of Reminiscences.)*

**Lt. Col. Shubhojit Bhattacharya AFP-10**

## THOUGHTS AND BEYOND

Flow of thoughts speed through my cluttered head  
like a thunderous train speeding past flower beds.

A thousand things to say,  
a sea of emotions to express  
night and day;

I simply find no rest.  
Images and fantasies  
intertwine across the seas;  
two minds meet during a night,  
so dark, yet so bright.

Under the moon that embraces cities,  
our shadows creep among trees  
as we breathe in the  
chilly, tantalising air  
and eat in the  
majestic view of life sleeping below  
the heavenly universe.

A world apart but half a heartbeat away;  
how incredibly sweet this fraction of time can be  
if only we were to meet just once  
— just you and me.

Self-destructive dramas I ever increasingly play  
through my mind;  
every minute, every second, every time.

Tireless yet tired  
of such mind fooling games,  
I cannot help but sit and dream  
as these destructive ideas  
play games with this foolish dreamer,  
Me.

*Capt. Adityapathak, AFP-18*

*Capt. Adityarvardhan Pathak (Retd.) was commissioned into the Punjab Regiment on passing out from the Officers' Training Academy and opted for life on "civvy street" after having an affair with the combat fatigues for five years. While in service, he tried to romance literature by putting his pen to paper. Apparently, he succeeded when a few of his articles actually got published. In his own words, he still fancies himself as a closet Shakespeare and wants to confirm whether following his stint with the army, 'Retd' stands for 'Retired' or 'Retarded!'*



*"The definition of insanity is doing the same thing over and over and expecting different results."*

*Benjamin Franklin*

*"The reason for suffering is that we take too seriously what the gods made for fun."*

*Author Unknown*

*"Cooperation is the thorough conviction that nobody can get there unless everybody gets there."*

*Virginia Burden*

### ONLINE REGISTRATION & NOTICE BOARD

All those who have yet not registered at the [www.iimslumni.org](http://www.iimslumni.org) site are advised to do so and update the contact details to enable us to stay in touch. Till then you can access all the postings uploaded on the Alumni Notices Board at: <http://www.iimahd.ernet.in/goldenjubilee/alumni/b.php>



## Your savings leak from everywhere

I wrote two articles in *The Economic Times* (*Common Man's Double Whammy*—September 24, 2011; and *It's High Time for IRDA* to wake up August 27, 2011), both of which are available on my website, regarding how we are forever being taken for granted, if not being taken out to the cleaners, by our banks and other financial services providers like insurance companies.

Now it is not my intention to scare you off from any interactions with your banks and fund

managers. But the reality is that you simply have to be more vigilant about your money, if you have to protect your hard earned money from the slick banks and other financial companies. [Cont'd in link below]

<http://blogs.timesofindia.indiatimes.com/Outraged/entry/your-savings-leak-from-everywhere>

**Prof. V. Raghunathan**

*Prof.V.Raghunathan was a former faculty member at IIMA*

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## Tribute to Prof Kuchhal “Khichdi tere yaar chaar...”

My memories of Kuchhal Sahib date back to 35 years ago, when I entered IIMA as a Fellow Programme student in Finance. In spite of his imposing personality, he was absolutely non-threatening. His unique specialty was making things simple and quoting a few couplets that had a long lasting effect on me as a person; quotes that hit you as you ponder upon the profound nature of the verses.

*Jungle mein more naacha lekin kisne dekha* indicates that one has to do the right thing at the right place; similarly, *Tera baap sultan tha, lekin tu kya hai* indicates that past glory will not carry you for long - just some of the many samples of verses that I recall and often reminisce upon. I also liberally use in my class, Kuchhal sahib's quotes like “Too much analysis leads to paralysis” whenever I need to force the class to take a decision, rather than expand the analysis to possible, but not probable scenarios.

I had the privilege of working with Kuchhal Sahib too, as a colleague, for five years. It is not easy to transform overnight, one's student status to that of a faculty in the same institution,

where your colleagues are senior members who taught you. Kuchhal Sahib was such a thorough gentleman, he made my transformation very easy. During my tenure as area chairman, I always received good counselling from him on many tricky issues. His door was always open for me.

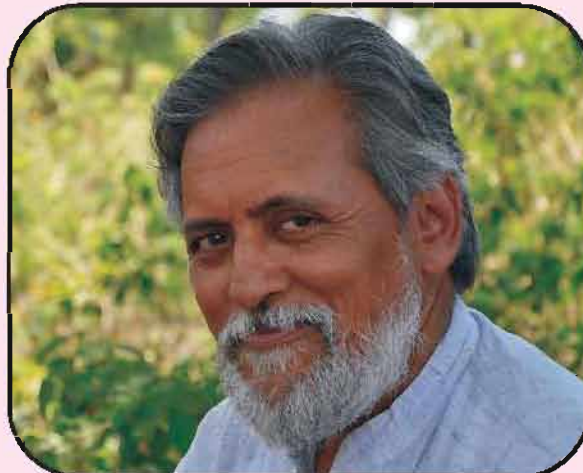
Kuchhal Sahib loved good food. Today, whenever I have *khichdi* with Gujarathi or Rajasthani thali, I remember him saying: *Khichdi tere yaar chaar / Ghee, papad, dahi, achar!* The last time I met him was at one of the alumni reunions, few years ago. He was talking about how he was enjoying his retired life. He was proud of his daughter, Mamta and son in-law, Hemant, who were in PGP-II, when I joined as a student. Even though he is not with us, he will be remembered fondly. May his soul rest in peace!

**G.Srinivasan (FPM-80)**

*G. Srinivasan is Professor of Finance / Faculty of Business Administration University of New Brunswick, Fredericton NB, Canada*

### Conversations in Rural Innovation

*Prof Anil Gupta teaches at IIMA in the Centre for Management in Agriculture (CMA) Area. He is also a founder member of Sristi and National Innovation Foundation and writes regularly in the media. The full versions of the excerpts given below can be found on his blog at [sristi.org/anlg](http://sristi.org/anlg) :*



#### Educational experiment for inclusion and excellence

Small steps, taken by many teachers, at several places can bring about a definite change in the quality of education in every state. But which Chief Minister has found a day, a month, to spend with outstanding teachers at every level? None so far. But will change some day, I am sure. When teachers become the fulcrum of change, nobody can stop that society from progressing....

\*\*\*\*\*

#### Nurturing excellence in institutes of higher education

Recently, a statement by a Cabinet Minister has triggered countrywide debate about how have IITs and IIMs earned their reputation. The argument is that these institutions are respected because of the quality of the students and not because of the faculty. There is no doubt that these institutions attract some of the best students whom we are really proud of. But teaching bright students is no less challenging. Having said that, I will concede the point that there is a great deal of improvement which needs to be brought about in the quality of research and teaching at these institutions. The way to improve quality, however, is not to denigrate these institutions but to engage with outstanding and world renowned scholars in these institutions, I will forgive the Minister for his ignorance and limited respect for the teachers who taught him and who have taught generations of students afterwards....

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#### World-class academic performance without a world class mindset?

There has been a debate recently about the quality of research and its impact. I will not deny that there is huge need for quality improvement in research and its theoretical, applied and other social and policy impacts. But how to trigger processes which breed impatience in the mind of scholars about the problems which our society is facing and which, for some reason, we have learned to live with....

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#### Grassroot Innovation Challenges

A large number of grassroot innovation and traditional knowledge practices have been scouted through the Honey Bee Network. And yet, many everyday life problems still remain unresolved. The list below gives an idea of some such unsolved problems which are in need of urgent solutions. We have to parameterise the problems, contextualise them and then challenge the youth and old, private and public sector minds to address them in a time-bound manner. It is important to mention that the problems faced by women have often been given low priority, even by the grassroots innovators, not to mention the formal R&D system....



### Inverted model of innovation: child inventors

Mohamad Sajid Ansari, a student of class seven had observed his mother, Robiah Khatun cleaning the rice every day. Some of the rice gets broken while beating the paddy seeds in the manual husking device. Some impurities and inert materials also get mixed. Most of us have observed similar sights at our home. But majority of us learned to live with problems unsolved indefinitely. He innovated an electrical machine which separated the full grain and the other impurities broken grain, etc in just about Rs.2000. We also met two sisters, Garima, 12th class and Hina, 9th class who had fitted a battery operated fan on the top of a pen. Given the frequent power supply breakdown, the fan would certainly comfort the writer. I call this inverted model of innovation, where children invent, engineers and designers fabricate and companies commercialise. Earlier, Nisha Choubey, class 8 had designed a stroller with folding seat which is at an advanced stage of fabrication.....

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### Why should centralisation of arena of protest be so vital?

Why should even arena of social protest be centralised ? This is not what Gandhi taught us ; he said we could burn a pyre of bought ( not looted) foreign made clothes outside our house and participate in the freedom struggle. But today, protest at Jantar Mantar is obligatory. I wrote about it ages ago, in \" Politics of Articulation, Mediating Structures and Voluntarism\" see at [sristi.org/anilg](http://sristi.org/anilg) and ask yourself, why decentralised protest is incompatible with decentralised polity we want to create in the nation? Why do policy makers not pay attention to protest in so called marginal places?.....



### Are Gandhian tools of civil resistance relevant today?

The recent breakthrough that Anna Hazare had with the Indian Parliament through a persistent non-violent social pressure has brought the issue of civil resistance or protest and corruption at the centre of national attention. A large number of protesters, I feel, were agitated more by the opposition to corruption than by support to the particular draft of the bill. Not many people realised that converging so much of power in any one institution is fraught with enormous risk in a democratic society. The heart of democratic society lies in checks and balances. More on it later. The instrument of civil resistance was evolved into a sharp tool of political reforms by Gandhiji. It has, however, evolved over a period of time in various ways.....

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“Government's view of the economy could be summed up in a few short phrases: If it moves, tax it. If it keeps moving, regulate it. And if it stops moving, subsidize it.”

*Ronald Reagan*

“In general, the art of government consists of taking as much money as possible from one party of the citizens to give to the other.”

*Voltaire*

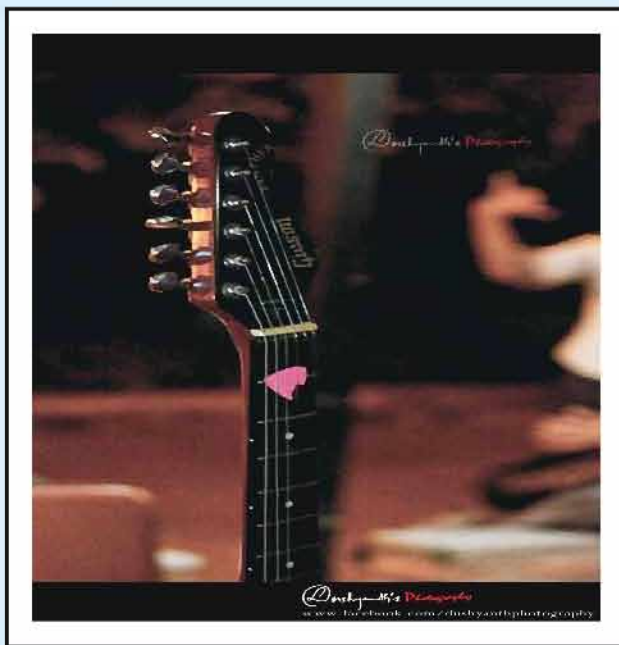
## Euphony 2011

**Euphony :** *The quality of being pleasing to the ear, esp. through a harmonious combination of words.*

Euphony 2011 was certainly pleasing to the ears, but the combination had “more than words” which, incidentally also was one of the songs that enthralled the audience. Staged at CT this year on a pleasant Thursday evening, the event also had music enthusiasts standing outside. What was particularly heartening was that there was a heavy ‘fachcha’ turnout despite the impending exams being a few days away.

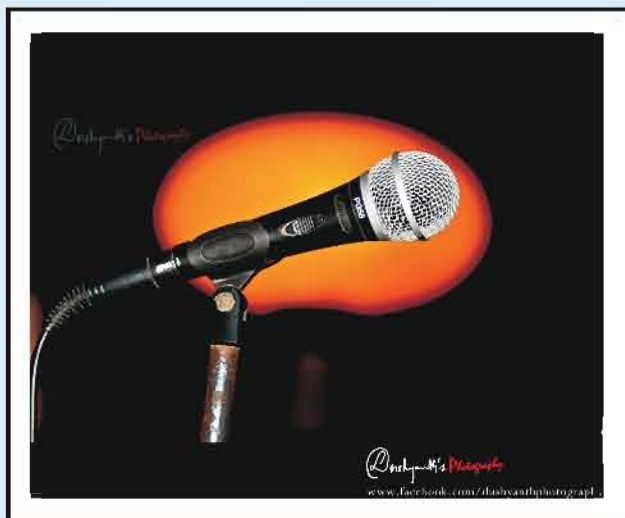
Now to the music -- it was the debut for the music club ‘fachchas’ and they sure stepped up to the plate. Anshul proved just why he is the next guitar god of WIMWI, with some beautiful arpeggios and riffs. The exotically named ‘Lalrinsanga Rokhum’ performed an even more exotic Elvis rendition of *Can't help falling in love* which had the audience wondering if Elvis had indeed left the building or not. But the most popular music proved to be the medley of old Bollywood numbers. The songs included gems such as *Intehaa ho gayi* and *Pyaar humein kis mod pe le*

*aaya*. Biswa, Arijit, Abhijeet and Someshwar played to the vocal talents of Shweta, Yogin, Selva and Tejesh. Manisha did justice to *Luka Chupi* and was accompanied by Rahul playing the part of Rahman.



The evening was also notable for the sheer vocal prowess of the three divas, Arushi, Divya and Deepti. Arushi and Divya mesmerised the audience with a Simon and Garfunkel melody and Deepti took the audience far away with Norah Jones' *Come away with me*. The audience was also completely involved during the performance with half a dozen enthusiasts breaking into a jig on *Shaam* and *Main koi aisa geet gaun*. All in all, the show was an unprecedented success and much of the kudos rightly goes to the club coordinator, Someshwar who not only played multiple instruments and sang, but also ensured everyone made it for rehearsals and the show, given the typically busy schedules.

**Music Club**





## The Joy of Giving Week

The Joy of Giving Week is celebrated in India every year in the week that has 2nd October. This year, it was celebrated from 2nd - 8th October 2011. IIM-Ahmedabad has hosted the 'Campus Walk' for the past two years, wherein people from outside the campus can come and take a walk and know more about the campus through our volunteers; all for a small fee. The fee collection is handed over to Prayaas - the social initiative on campus to teach unprivileged students from around the campus.

This year, being the Golden Jubilee Year, many more events were held over the whole week. The main motive was to give a platform to every section of the student and faculty community to experience the Joy of Giving. Some of the main events were as under:

- **A day at IIM-A:** This served as a platform for people outside IIMA to come and spend a day at the campus as a student. The seats were set on auction, but due to excessively high bids, the process was changed to a lucky draw of 50 people out of all those who filled in the application form. The money collected was handed over to Prayaas.

- **Participants came in for the event from Bangalore, Mumbai, Delhi, Chennai, Bhubaneswar etc.** The whole day included 'Introduction to case method' and other teaching methodologies.

- **Dinner of Joy:** An effort to give back to all those people who have helped us making our stay on campus easy. This includes the cleaning staff, security people, mess and canteen workers etc. A fund collection drive was done to collect

funds from the students and faculty, which was used to fund dinner for the aforementioned people. Students also volunteered to serve food on the day.

- **Meet - a - Professor:** An event which gives students a chance to spend time with a professor of his/her choice over lunch/dinner etc.

The students bid points for the prof of their choice. The Profs and the selected students are requested to donate voluntarily to a charity of the Prof's Choice.

- **Clothes Collection Drive:** As part of the Joy of Giving week, a clothes collection drive was organized from Oct 3rd - 8th. This contributed to the initiative Vastra Samman by Goonj, which believes that by reusing old clothes the clothing problem for the poor can be solved to a large extent.

- **Exchange meets Prayaas:** The Exchange students were invited to visit Prayaas, and spend some time with the Prayaas kids while playing games with them and experiencing the Joy of Giving.

- **Shadow - a - CEO:** This event gave all two's and the PGP-X students a chance to bid and shadow a CEO of their choice for one full day. The amount collected as bids was donated to an NGO of the respective CEO's choice.

- **Campus Walk:** The media houses were approached to send their representative to the campus for a guided tour around the beautiful campus of IIMA along with insights on the life at IIMA. This was later made open for public.

**Rohit Gupta (PGP 2010-12)**



## PubPol: Public Policy SIG Launched

It was in early February, this year, when two first-year students, **Akash Bansal** and **Prashast Srivastava** contemplated the idea of having a dedicated SIG for fostering campus conversations on public policy and the political environment. An enthusiastic support shown by both the student community and the faculty at the Institute resulted in formal establishment of the Special Interest Group, now known as The Public Policy SIG, or simply “PubPol”.

The activities of the club have been in full-swing since July. What started as a new SIG trying to maneuver the difficulties associated with attracting attention is now among counted among the most active SIGs, with several events organized in a span of a few months. A dedicated team always meant that the group was able to hold events relevant to the current happenings. It started with a series of talks about the Lokpal Bill when the issue used to fill up the front page of almost every newspaper. Several students participated in a debate on the Jan Lokpal bill with Mr. Arvind Kejriwal (via video-conferencing), where the finer points of the bill were critically analysed. A perspective about the forthcoming Land Acquisition Bill was brought forward through a panel discussion including Dr. Sandeep Pandey, a Magsaysay award winner and current faculty at IIT-Gandhinagar, Professors Sebastian Morris and Ajay Pandey. The debate fanned by the movie Aarakshan about reservations also found a mention in a talk about Affirmative Action by Profs. Ankur Sarin and Rakesh Basant. Senior journalist and visiting faculty, Mr. Paranjay Guha Thakurta hosted sessions on the Karnataka mining scandal and on ethical issues with the media. In addition, there were academic talks by Prof. Frank Fischer, a renowned faculty at Rutgers University, USA and Mr. Jerry Rao, a distinguished alumnus and visiting faculty at the Institute.



### *The way forward*

The SIG also releases its monthly newsletters **Kautilya**, consisting of monthly article covering topics such as the Communal Violence Bill, an Indian Sovereign wealth fund and the New Mining Bill. In addition to the frequently scheduled discussion sessions and guest lecture series, PubPol is planning to organize a TEDx conference in early 2012 on campus. To maintain the fun quotient, PubPol simulation games are also being planned for Confluence 2011 as well as a separate Pan-IIM competition.

Over a longer-term, the goal is to increase the frequency and duration of these activities and make this club as an enduring stepping point for transforming students into more engaged citizens.

Alumni are cordially invited to get involved with the club. For more information regarding how you can participate, please contact us at [publicpolicy@iimahd.ernet.in](mailto:publicpolicy@iimahd.ernet.in) or Akash Bansal – 91-9910285530; Prashast Srivastava- 91-9173661078. We would like to hear from you.



## PGPX helps with waste collection drive

As students of IIMA make the best of their waste, it will be the visually and hearing impaired children in the country who will be gaining out of it. Every month, a mail that is circulated on campus among students fixes a date and points out a venue, usually one of the dorms. Students will then come individually, and in groups, to drop their old news papers and magazines to the venue. The exercise accumulates more than 250 kilograms of old newspapers on that single day.

In another corner of the campus, a spouse of a student is busy accumulating the solid waste coming out of the many households in the Married Students' Hostel (MSH). Around 45 kilograms of waste including empty bottles, cans, old clothes pile up in a month's time. These activities are part of a social initiative recently launched by the students of IIMA's Post Graduate Programme in management for Executives (PGPX). The revenue generated from selling the waste is then donated to an NGO called Sense International (India), which

supports local organizations working with visually and hearing impaired children.

Vikas Guru, who initiated the exercise, said, "We are able to generate around two thousand rupees every month by selling to the scrap collector. Kothai Ramanathan, spouse of a student who is collecting the solid waste from households in the campus said, "We will soon begin to sell what we have collected to increase the fund generation." The exercise which has become regular now is set to grow further. Many of the faculty and staff of the Institute have decided to join in. "I always wanted to involve in supporting the underprivileged children. Being a student here and the environment in this campus have enabled me to finally make it happen. The exercise is here to stay as we will make sure that incoming batches carry it on," says Guru, who was working as a deputy general manager with MTNL before coming to study at IIMA.

*PGPX 6 Media Committee*

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

Ahmedabad,  
Nov, 2011.

Revathi Srinivasan  
Publisher, IIMA Alumnus

## Ajit Rangnekar appointed to board of GMAC

**Ajit Rangnekar (PGP-70)** has been appointed to the board of Directors of the Graduate Management Admission Council (GMAC), the association of top business schools around the world and owner of the GMAT exam. He is the dean of the Indian School of Business. Prior to taking



charge as the dean, he was the deputy dean of the school.

Before joining the ISB, Ajit was the country head of Price Waterhouse Consulting. He has more than 30 years of experience in East Asia and India in the areas of business strategy, new business creation, systems implementation and performance improvement in

a variety of industries in both, the private and public sectors.

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## Chandrika Tandon to perform at IIMA's GJC

**Chandrika Tandon, (PGP-75)** and 2011 Grammy Award Nominee will perform her concert entitled "Soul Journey" with her ensemble at IIMA's Golden Jubilee Celebration (GJC) concluding function on December 10, 2011. Trained by masters in Hindustani, Carnatic, South American and Jazz traditions, her second album, "Soul Call", was released under the not for profit label, Soul Chants Music and has topped world music charts and garnered great acclaim, including a 2011 Grammy nomination.



The proceeds of Soul Chants Music benefit organizations in the fields of community building, arts, and spirituality. Chandrika and her Soul Chants ensemble have performed in major venues worldwide, including Lincoln Center in New York City and the Olympiastadion in Berlin.

Chandrika is also an active participant in business and global education. She chairs Tandon Capital

Associates, an advisory and investment firm she founded in 1992 after several years as one of the first women partners at McKinsey and Company. She serves on the Board of Trustees of New York University, the Board of Overseers at NYU's Stern School of Business, and the NYU Wagner Graduate School of Public Service. In 2009, Chandrika received the Walter Nichols Medal for representing the highest ideals of business, service and integrity from NYU Stern - whose prior recipients include David Rockefeller, Alan Greenspan and Jack Welch. In 2010, she was inducted into The Sir Harold Acton Society of New York University in recognition of her efforts on behalf of higher education. She also plays a leadership and advisory role in the American India Foundation - where she is a Board member and Trustee; the Indo American Arts Council; Pratham; and is actively involved in community outreach and service through her Krishnamurthy Tandon Foundation, for which she serves as chair.

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## PGP-82

The tempo of PGP-82 seems to be the highest in terms of desire to attend the ensuing concluding function of the Golden Jubilee celebration of the Institute. So far, 18 from PGP'82 have confirmed their participation which is the highest from any batch.



Anand Teltumde, has moved to Vinod Gupta School of Management, IIT Karagpur as a Visiting Professor. Raghavendra Ravi, S.Ramanathan have been teaching at IIM Indore. Many batchmates have shown interest in writing

cases based on their experience to enrich the Case Bank of IIMA.

S.P. Kothari, who is currently the Deputy Dean at Gordon Y.Billard Professor of Management at MIT Sloan School of Management, has been nominated as the Director of MIT-MISTI-India Programme. Congratulations to SP! He has informed that there are more chances to now visit India in his new role.

*Atanu Ghosh*

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## Siddharthan Panneerselvam among top 50 Young Leaders



In April 2011, *Economic Times* launched the “*Economic Times* Young Leaders (ETYL) Program” as India’s first ever initiative to

recognize and acknowledge the leadership potential among young executives. ETYL seeks to champion leadership at younger levels of India Inc. The programme is aimed at providing a platform to test the leadership competencies of young leaders across our country and prepare them for a leadership role in a globalised environment. The programme also provides an opportunity to understand the nuances of leadership, seen through the prism of senior industry veterans.

From a pool of thousands of talented young leaders from all over India, **Siddharthan Panneerselvam** (PGPX-IV) emerged as one of

the runner-ups. Between April and August, he went through multiple rounds starting with online analytical and personality tests in Chennai, followed by on-ground assessment of leadership skills in a professional assessment centre in Bangalore. In the last round, he was interviewed by Ms. Kalpana Morparia, CEO of JP Morgan India in Mumbai.

Panneerselvam was reminiscent of the fact that the entire process was similar to his experience of getting admitted to IIMA. He adds, “The PGPX experience definitely helped me perform at my best throughout the selection process.”

The Grand Finale of the program happened in Mumbai in early September when the finalists interacted with some of the top CEOs of India – Kalpana Morparia, Adil Zainulbhai, Pramod Bhasin, Nitin Paranjpe and Harsh Mariwala.

## Sarathbabu runs for Chennai mayor

*"Are you not able to come out of your house during rains, due to stagnant water, potholes, unbearable stench? Do you find you and your family unable to sleep peacefully due to mosquitoes? Do you feel that the current set-up has the answer for the plethora of issues*

*facing the city? If not, please read on.....I am sailing in the same boat and want to solve it for us – together we can do it."*

The above election message is from none other than Sarathbabu (PGP-2006), who is standing for Chennai Mayor 2011. Inspired by Dr. Abdul Kalam, Sarath believes that the future of the



nation is in the hands of educated youth. He goes on to say: "I was a software engineer and MBA; my passion to serve the people enabled me to quit a lucrative job and start my business, FoodKing." Sarath's venture has provided

employment to over 300 people. He has also started an NGO, Hunger Free India that develops future entrepreneurs through quality education. Quite aptly, his election symbol is a school desk. Sarath's facebook site frequently updates FAQs on : <https://www.facebook.com/groups/281081338570760/>;

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## Higher Education forum awards Varun Arya



Varun Arya ( P G P - 83 ) received the award for outstanding contribution to the profession of teaching in the

area of values and ethics, conferred by Higher Education Forum 5th September, 2011. The award was received by his daughter, Aakansha, on his behalf from Abhishek Karnani, Director, Free Press Journal.

HEF is the community of individuals and practitioners of higher education in India . The motto of the group is singular: to help development of an Indian higher education system that is world class in terms of quality and excellence. The forum has been actively engaged in a number of capacity building initiatives in terms of faculty development programs, organizing seminars / conferences / workshops on a number of topics / issues of relevance.



## MY EXPERIENCE ON KBC

It was a dream come true, meeting Amitabh Bachchan on the sets of *Kaun Banega Crorepati*. The aspiration to sit on that mysterious hot seat had set in me at the very start of the show, way back in 2000; as I fought with line congestions from a PCO or waited for the return call, with more than 50 lakh registrations from all over India. But persistence and luck paid put and one call from the organizers got me in; from there, I left nothing to chance.

The process was difficult, as after answering three questions during the confirmation call, there was an audition round in written and oral mode. The most crucial question was the third one, which you have to respond to within four to five seconds through the key pad, as the answer is in numericals. The closer to the actual number you are, the more the chances of getting a call for final audition. The third question for me was: "According to the 2001 census, what was the literacy rate of India?" After two seconds, I pressed '65.' Learning or reading at any stage in life doesn't go waste! The next day a number with Mumbai STD code appeared on my mobile and I was called for the audition.



All incidental expenses were to be borne by the aspirants only. A huge number of aspirants were standing at the venue and many of us became friends sharing stories. A girl from Lucknow had come by train in sleeper coach without any reservation, along with her old father and many



more such cases were around. After the preliminary formalities, we were shown ten questions and the responses were to be marked within 30 seconds for each. Then interview round started, which was being recorded for judging the candidates back in the studio. My barometer of confidence started dropping; only 80 out of 1450 were to be picked up. Finally, one day the blissful number containing a Mumbai code appeared again and I was on cloud nine. With 80 out of 1450 or about five percent, this must be least conversion ratio amongst all interviews, including IIMs and Civil Services!

They sent the flight tickets and arranged for our stay in a four-star hotel. The set in Goregaon Film City looked like a godown from the outside. We were handed over to the make-up guys and our faces were painted and polished. In the Fastest Finger First (FFF), I was the quickest (and was even requested not to play some rounds to boost the confidence of the rest). The set has a capacity of nearly 300. By 11.30 am, a tall familiar figure in suit and tie and white French beard appeared to loud uproar. He shook hands with all contestants and wished us all the best. The voice of director Siddhartha Basu played on giant speakers; everyone looked hypnotized.

On hitting the FFF bull's eye, I was sitting before the Star of the Millennium. After an introduction, Amitabh chatted as if we knew each other. There



are no scripted dialogues, except in the opening and closing lines of the show. The kind of frequency matching he does with the audience is unmatched by any other star. He was curious about my novel *That Hardly Happens to Someone!* which I gave him a copy of. I played the flute on his request, sang Bhojpuri and Gujarati songs and narrated my own poetry.

The questions began and the 'hot seat' is really very hot. I sailed smoothly up to 6.4 lakhs; then lost three lifelines before rising to 12.5 lakhs. At the end, I had to settle for 3.2 lakhs, as luck wanted me to be richer intangibly, rather than in tangible terms.

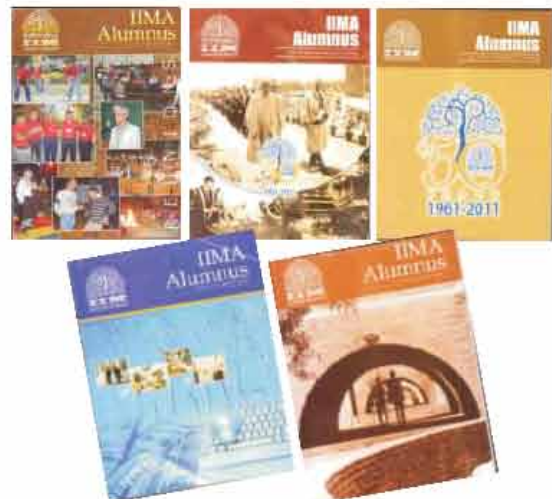
The memory of Amitabh making me comfortable in the break by putting his hands around my shoulders will always remain in the hard disk of my mind. As the brand ambassador of KBC, his warmth, sense of respect, gelling with the audience, gravity of approach and numerous other things make him an outstanding figure; on and off the screen. He is there to remain as long as he wishes.

**Rajesh Singh (PGP-PMP 2008-2009)**

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## Chennai

The Chennai Chapter Association organised the fourth of the Conference series on 'Management Education – The Road Ahead' in association with Anna University Chennai on October 29th, at The Hilton, Chennai. The theme of the Conference was 'Rethinking Management education with Innovation and Creativity.' The main objectives of the conference were to understand the present coverage of innovation in the MBA course curriculum and to share best practices and insights on the teaching of innovative thinking to students in business schools.

IIM Ahmedabad and IIM Calcutta were the Knowledge Partners for the event. Prof Samir Barua and Prof Shekhar Chaudhary, Directors of both the

institutes were present on the occasion and spoke at the inaugural session. Prof Srikant Datar (PGP-78) of Harvard Business School coordinated the discussions. He spoke about the three aspects of relentless curiosity, tenacity and a degree of irreverence as key traits of innovators. Prof Datar said that research on business schools in the US and the last four months in India, where he has been interacting with a large number of faculty and administrators of business schools in earlier conferences, has shown that the schools were not facilitating the process of thinking innovatively. "We are not engaging the students the way we should." As to the question whether innovation could be taught, Datar said, "I don't think so. It can be triggered, provoked and stimulated. The larger the problem, the more innovation you need."



The conference had a total registration of 101 delegates drawn from business schools across the country. The topics covered included 'Creativity and its role in Innovation,' 'Individual & Organisational Creativity,' 'Intrapreneurship and Innovation in Companies' and 'Top Management Perspectives on Innovation.' The speakers were eminent academics and industry professionals and included Profs Vidyanand Jha and Pandurang Bhatta from IIMC, Profs Atanu Ghosh and Premilla D'Cruz from IIMA, Profs

Rishikesh Krishnan, DVR Seshadri from IIMB and Prof Kaustubh Dhargalkar from Welingkar Institute of Management, Mumbai. The industry session in the afternoon was chaired by Prof. Atanu Ghosh and speakers were Mr

Lakshmi Narayanan of

Cognizant, Dr Ravichandran of Lucas TVS Ltd and Mr Aravind Srinivasan of Aravind Eye Care, Madurai. The quality of the discussions was very high and led to several insights on teaching innovative thinking in Business schools.

The conference came to a close with the delegates breaking out into small groups and coming out with a suggested action plan for implementation of new programmes and courses. Mr Muralidharan (PGP 78), President of the Chennai Chapter, welcomed the gathering and Mr Kandaswamy Bharathan (PGP-78) Chairman Organising Committee of the Conference coordinated the programme and proposed the vote of thanks. It is significant to note that in the inaugural session, four of the five speakers on the dais including Prof Srikant Datar were alumni of IIMA and also contemporaries!

The Chennai chapter held an election for the members of the Executive committee. Chandu Nair (PGP-90) was the election and returning officer. The office bearers were selected by the executive committee. Given below is the list of the executive committee members with their names and co-ordinates :

**S. Muralidharan President**

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email - muralidharans@studioinfiniti.com

**S.Rajagopal - Vice President**

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**Anbu Palanikumar - Treasurer**

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**Raja Mukesh Krishna**

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**Arun Kumar**

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## Pune Chapter Office Bearers

Name	Batch	Position	Tel/Cell	Email Id
Subhash W Bhawe	1964-66	President	94235 86039	subhash.bhave@rediffmail.com
Pruthvishkumar Natwarlal Dave	1977-79	Vice President	020-6612 4080 98227 93036	pdave99@gmail.com
Shilpa Gupta	1994-96	Secretary	020-4009 4078 98222 61652	shilpa.gupta@mindmatters.co.in
Dilip Shyamsunder Thosar	1985-87	Treasurer	88887 99569	dilip.thosar@gmail.com
Praveen P A	2002-04	Ex Com Member	95454 55800	praveen.pa@gmail.com
Abhay Marutirao Chidri	1991-93	Ex Com Member	020-2727 0545 94220 36536	abhaychidri@gmail.com
Vinita Dang Mohoni	1980-82	Ex Com Member	020-2661 3752 93710 75845	vinita@mohoni.com



## Pune

## Get-together celebrating IIMA's golden jubilee

After the revival of the Pune Chapter, a get-together was held on 5th November as part of Institute's golden jubilee celebration. Several luminaries were present, among them Professors Krishnayya, Indira Parikh, Ashok Korwar, Mr. Pradeep Bhargava of Cummins and Prof. Atanu Ghosh, Dean IIM Ahmedabad (Alumni and External Relationships).

The evening began with informal catching up over high tea. The chapter President, Subhash Bhawe, declared the meeting open. The secretary, Shilpa Gupta, summarised the key chapter events of the last few months - talks by Mr. Pradip Bhargava, Mr. C B Bhawe (former SEBI Chairman etc.) and others. Vinita Dang Mohoni, Execom member, felicitated the dignitaries with flowers.

Mr. Bhargava addressed the group with an insightful commentary about how we tend to criticise bribe takers for corruption, but need to become the change by not giving bribes in all aspects of life. He emphasised that young MBA need to be sensitised on the issues of ethics and values at the Institute, through some courses and exercises.

Prof. Indira Parikh recalled her association with IIMA and the transition into setting up FLAME and the personal challenges during this transition. She urged the chapter members to participate at FLAME by offering suggestions and as visiting faculty.

Pruthvish Dave, Vice President of the chapter, introduced Atanu Ghosh who talked about the huge potential of IIMA's alumni as a resource base and various ways in which these could be channelised. He mentioned about the recent initiative by the Chennai chapter on organizing a workshop in association with Anna University, IIMA and IIMC as Knowledge Partners; as part of a series of workshops held with the support from Prof. Srikant Datar (PGP-78), a Senior



Professor of HBS. This was based on Prof Datar's recent book which recommended changes in the course curriculum at B Schools, eliminating less relevant elements and emphasising on experiential learning. Chennai chapter is also developing and palling to offer a few faculty development workshops. He also touched upon different successful chapter models like Gurgaon/Delhi and revivals chapter like Kolkatta, Pune etc.

Atanu also talked about some of the challenges IIMA is facing - faculty constraint, low level of internationalisation, increased competition, time required for research. Some recent achievements have been the Equis re-accreditation for IIMA (under progress), PGP programme being ranked 7th in 2011 and PGPM being ranked 11th in 2011 in the world by the Financial Times etc. He described IIMA's initiative after the last Grand Alumni Meet, inviting alumni to offer new elective courses, not currently being offered and urged Pune chapter alumni to also come forward and participate. Atanu invited them to participate at the GJC event on 10th -11th December and mentioned about the facilities which have been arranged for stay and entertainment programmes for the families, which should make it a fun event for all. Dilip Thosar treasurer of the chapter gave the vote of thanks and talked about future chapter meetings.

## Kolkata

## Golden Jubilee Celebrations

The IIMA Alumni Association, Kolkata Chapter, celebrated the Golden Jubilee of our Institute on 15th October. The reunion in Kolkata was taking place after nearly a decade and over 60 alumni attended. This was the largest gathering in the city, so far, thanks to the efforts put in by the younger members who networked with alumni from all batches and ensured a fantastic crowd.

The reunion was hosted by Mr Madan Mohanka (PGP 1965-67) who was gracious enough to provide the Conference facilities and host the cocktails and dinner in his lovely terrace garden. We were honoured to have the presence of Prof Samir Barua, Director IIMA, Prof Jahar Saha, ex-Director IIMA, Prof Atanu Ghosh, Dean Alumni and External Relations and Prof Shekhar Chaudhuri, Director IIMC, who is also an alumnus of IIMA (FPM 1980). We also had a number of Professors from IIMC, who were alumni from our Institute.

After the welcome address by Prof Ranjan Das (FPM 1978), the President of the Kolkata chapter and Madan Mohanka as the host, Prof Atanu Ghosh spoke on the various initiatives taken by Alumni Affairs of the Institute, to promote the alumni fraternity. Prof Samir Barua then appraised the alumni on the

various initiatives and activities at the Institute for the past few years and future plans.

This was followed by an excellent 30 minute video on the Institute made by alumnus Kandaswamy Bharatan, who also was present on the occasion and gave a brief talk on how the video was made and his experience in interviewing the past luminaries, who made

immense contributions in building the Institute. Kandaswamy is also a visiting faculty at IIMA.

We also had a special session where Prof Ranjan Das spoke on "Entrepreneurial

innovation in academic world" and Madan Mohanka, who spoke on "Globalization of Tega Industries : Learning for Indian Companies aspiring to go global". Mr Mohanka is a self made entrepreneur who built a global organization from scratch. *At the end of the session, he announced making a personal contribution of Rs 20 lakhs to IIMA for case writing, which Prof Samir Barua gratefully accepted.* The Conference was followed by a wonderful spread of food and drinks organized by our gracious host. The evening stretched to the late hours and everybody thoroughly enjoyed themselves.

*Anjan Deb (PGP - 1974-76)*





## IIM USA

IIM USA (<http://www.iimusa.org/>), a not for profit pan IIM organization formed in 2005 for the IIM alumni living and working in the Americas has over 3000 members now. During the period, April 2011 through September 2011, IIM USA organized several conventions, conferences, social events and meet 'n' greet informal gatherings.

**Pinnacle 2011, April 23, 2011, San Francisco:** IIM USA held its annual convention – Pinnacle 2011 – at the Coyote Point Yacht Club. Amid splendid views of the bay and the San Mateo bridge, almost 120 delegates attended a full day of stimulating talks and networking opportunities, with the theme of “Leveraging Change.” Prof. Samir Barua graced the occasion with his presence. And the Jollywood senior citizen Bollywood dance troupe from the India Community Center provided an enthusiastic and delightful performance at the day's end.

**Ashima Jain**

(<http://www.linkedin.com/in/ashimajain>), president of IIM USA (IIMA alum), welcomed the participants to the convention, and spoke about its mission to build the IIM brand image and serve as a platform for thought leadership. Ashima then proceeded to read out the Proclamation by the City of Fremont declaring April 23, 2011 as the 'IIM USA Day' where, in recognition of the community services rendered by IIM USA, the Proclamation signed by the mayor of city of Fremont, Bob Wasserman, said, " IIM USA, an alumni association of the graduates of the world reputed Indian Institutes of Management based in the Americas, enhances global competitiveness by providing an active platform for promoting professional development, mentorship and networking opportunities via its various professional events where participants get a unique opportunity to get exposure to the cutting edge of thought leadership and business ideas via meaningful interaction with successful entrepreneurs, leading corporate executives, industry experts, professional advisors and



academia. Therefore, I Bob Wasserman, Mayor of Fremont, do hereby proclaim April 23, 2011 as IIM USA Day in the city of Fremont, and encourage all residents to join in recognizing the contribution IIM USA makes to our community." David Green, (<http://www.aurolab.com/aurolab/profileframe.htm>) keynote speaker, made an inspiring presentation about social entrepreneurship. He pointed out the value of using the same tools that business managers use to build profits, but instead using them “in favor of poor people.” His not-for-profit India-based organization, Aurolab makes intraocular lenses priced at perhaps 3-5% of the usual commercial price for these lenses. Supplied mainly to non-profit eye-care organizations, this entity's slogan is “World class quality at affordable prices to help eradicate needless blindness.” Aurolab achieves these prices by “sculpting costs and margins to fit reality” -- and obtaining assistance from world-class professionals. Aurolab also makes such products as sutures, pharmaceuticals, and surgical instruments; and has developed an affordable hearing aid, which may be priced at 5-10% of the comparable offerings from commercial companies. His presentation was so engaging that everyone voted to continue the discussion through the scheduled coffee break.

**Pradeep Jaisingh**

([http://www.internationaloncology.com/cms.php?db\\_cmsid=8](http://www.internationaloncology.com/cms.php?db_cmsid=8)) IIMA alum spoke about a healthcare

business, though not non-profit. He is the founder and CEO of a chain of cancer treatment centers (<http://internationaloncology.com/index.php>). He worked for over 20 years in other industries before following his dream to set up world-class cancer care in India, where, he says, he found the "Opportunities tremendous," but the "Challenges formidable." The top five challenges: Real estate costs; bureaucracy; quality of data and market research; lack of an integrated healthcare policy; regional variance in regulatory and other conditions. His initial plans – to build a world-class cancer hospital in Delhi – were untenable because of land costs; the current operation, "hospitals within hospitals" in partnership with existing institutions utilize facilities they provide. He's also set up a foundation called "Outcancer" to work in the area of cancer screening & prevention.

## Prof. Shivendu

(<http://merage.uci.edu/Faculty/FacultyDirectory/FacultyProfiles.aspx?FacultyID=8366>) IIMA alum and formerly of the Indian Administrative Service, teaches

Information Technology at the University of California, Irvine. He spoke about Piracy and Privacy on the Internet. The internet has lowered the cost of piracy and the risk of being caught; it's also changing the expectations of privacy. This is a field that continues to evolve.

A panel of entrepreneurs followed with individual presentations that entertained as much as they enlightened. They spoke about why they became entrepreneurs, when and how they decided to take the plunge, and the comparative benefits of experience that comes with age and the enthusiasm that comes with youth. BV Jagadeesh (<http://www.virtela.net/page/cloud-momentum>) mortgaged his house to fund his fledgling company;

## Nikhil Jakatdar

(<http://www.vuclip.com/Management%20Team.html>) jumped in as a PhD student when he and his partner won a business plan competition in UC Berkeley and an investor gave him a check for \$350,000 for his start-up. Anna Patterson (<http://techcrunch.com/2010/12/14/cuil-google/#>), who is a director at Google, left them to found a search engine Cuil, but was wooed back three years later. Amit Garg

(<http://www.linkedin.com/in/amgarg>) was also at Google, but is now a venture capitalist at Norwest Venture Partners. He also leads Hospital for Hope, a non-profit organization in India. (<http://www.hospitalforhope.org/>)



## Professor Samir Barua

([http://en.wikipedia.org/wiki/Samir\\_Barua](http://en.wikipedia.org/wiki/Samir_Barua)), Director of IIM Ahmedabad, keynote speaker, shared the challenges of preparing IIM Ahmedabad for a changing and international world.

Rather than give a speech, he invited a discussion, covering topics ranging from

competition with international business schools, building a brand image overseas that has some of the strength of the brand image in India, and reasons for the continuing low percentage of women students at IIM Ahmedabad (9-17% of the class). He said that across the IIMs, they get 220,000 applicants doing the Common Admission Test, competing for 3,000 places.

Gopi Kallayil, IIMC alum who is a Group Product Marketing Manager at Google, focused not on the internet but on the "Innernet" – practices for staying sane and healthy. Most people rush around, get stressed, and don't give their mind and body the care that it deserves. Gopi leads regular yoga sessions at Google. Gopi's five pointers: Focus on the essential; do one thing at a time, don't





multitask; allow for one minute of mindfulness, whether yoga or meditation, every day; make appointments for mindfulness on your calendar at least once and preferably three times weekly; and “friend yourself.”

#### **Prof Sanjiv Das**

(<http://algo.scu.edu/~sanjivdas/bio-candid.html>), Finance Chair at Santa Clara University, and IIMA alum, spoke about mortgage default from a bank's point of view. Some points he made: The greatest risk came from how far the mortgage was under water. From a bank's perspective, his models indicated that the best way to adjust a loan to avoid redefault was to lower the principal. The next best was lowering the rate of interest. Increasing the term of the loan didn't help.

The Jollywood dance troupe wrapped up the evening, and they were amazing. This group, based in the Indian Community Center in Milpitas, comprises men and women 60-80 years old. Their performance had the verve, vigor and romance of dancers a third their age. At the end of it, they invited everyone to dance with them for a fun conclusion.

“It's brilliant,” said one participant at the end of the day. “What great speakers! And the comments from the audience really added depth to the presentations. I've been to a lot of conferences, but seldom have all the sessions been this good. It's also been a great opportunity to meet people from other

schools and other years. They're doing such a variety of things, from not-for-profit work to venture capital. It's just the right number of people – small enough that we get to talk, large enough there are lots of people to talk with. Everyone's friendly and fun to meet. And -- they aced the setting and the food. Look at that view!”

**Meet'n'Greet lunch in Los Angeles, August 26, 2011:** IIM alumni based in Los Angeles met over a delicious Indian lunch in Los Angeles on a sunny Saturday afternoon. Ashima Jain, president IIM USA (IIMA alum) and Pramod Kunju, Secretary IIM USA (IIMA alum) welcomed the participants. The range of the batches present was astounding - oldest batch alum from IIMC 1966 (Vinay Gupta) and youngest batch alum from IIM 2010 (Swapna Archala). The level of networking was high with alumni and their spouses sharing stories amidst an atmosphere of warmth and fun.

**Bay Area Annual Picnic, August 20, 2011:** A large crowd of IIM alumni and their families met over a fun filled picnic at Lake Elizabeth Park in the Bay Area. The picnic kicked off with a delicious catered lunch and adult beverages. This was followed by hilarious games for all ages. The creative spirit from the good old days at the campus was rejuvenated when teams were asked to use a set of totally unrelated articles such as pins, toilet paper, tape, post-its, markers, etc. to create something. The competition was intense and it was hard for the judges to decide on the winner. The day ended with a human tug-of-war - the IIM version.

**Pacific Northwest Chapter Inaugural Lunch September 17, 2011:** An email from Prof. Shailendra (Shelly) Jain (IIMA alum) to Prof. Atanu Ghosh (Dean IIMA) sparked the inauguration of IIM USA's Pacific North West Chapter in Seattle. IIMA alumni Prof. Jain and Suyash Lad worked very hard to organize the inaugural lunch. The event created intense excitement not only among the alumni based in Seattle but also alumni several miles away. Alan

Krishnan, treasurer IIM USA (IIMB alum) flew in from Washington DC. Ashima Jain, president IIM USA (IIMA alum) flew in from San Francisco. Yet others drove over several hundred miles to participate. The group decided to keep the tempo high by meeting over a happy hour once every month. Jayant Swamy, IIMB alum offered to coordinate.



president of IIM USA (IIMA alum), then described how IIM USA was founded, what its objectives were and how the organization has grown by leaps and bounds and was now more than 3000 members strong with chapters in Northern California, Southern California, Seattle, Chicago, New York/New Jersey, Toronto, Washington

DC. Ashima encouraged the attendees to do more as a group and promote the contribution of the IIM alumni to the community, network more and find ways to work with each other and promote the IIM brand.

**Summit 2011, Greater Chicago inaugural convention September 24, 2011:** IIM USA's annual mid-west convention – Summit 2011 – was a testament to the institutions the attendees graduated from. Classy, intellectual, diverse and a lot of fun with over 75 alumni and associates in attendance, a great speaker line-up that kept the audience riveted to their seats with meaningful content, candid unreserved interaction among the attendees and excellent food and drinks made the convention an astounding success.

On a balmy Saturday in the windy city, a gathering of CEOs, IT professionals, professors, and a plethora of corporate executives from the business world came together promptly at 9.30 am from as far as California, New York, and of course, Greater Chicago area. The scenery and weather were easily matched by the vibrancy and excitement amongst the attendees at the convention. It was amazing to see how people from different industries, different points in their careers and from across the cultural spectrum got along and had a great time at the event. Old friends caught up with each other, new friends and business acquaintances were made and the organizers had a hard time closing the convention at the appointed time.

The morning started with a warm welcome by Anil Maheshwari, IIM USA's Greater Chicago chapter leader (IIMA alum). Ashima Jain, founding

An ice-breaker session then followed. The attendees relived their lives at IIM and had the participants in splits with crazy stories as an IIM student. They also shared stories about their families, their work, their hobbies, their successes, their trials and tribulations. The number of musicians, singers, actors, marathon runners in the room was astounding. The ice-breaker session was so popular that the organizers had to conduct several ice-breaker sessions during the convention.

The theme of Summit 2011 was "From Success to Significance". Keynote speaker, Professor Mohanbir Sawhney, internationally acclaimed marketing guru and faculty at Kellogg School of Management, and IIMC alum, held the audience spellbound as he shared his philosophy about the "ashrams" of life after graduating as a student. His philosophy appealed to all present, whether they were alumni from the class of 1971 or from the class of 2011, whether they were an IIM spouse or an IIM guest. His advice to the younger folks in the "shishya ashram" was - be a learner, find a mentor, discover your passion, find a life partner. For the folks between the ages of 35 and 50 in the "doer ashram" phase, Prof. Sawhney's philosophy was - follow





your passion, focus on an area and deepen your subject matter expertise/domain knowledge "dig a deep well"), focus on your children, focus on success. The next "ashram" according to Prof. Mohanbir was the "success to significance ashram" or the "giver ashram" where the focus was to contribute beyond the profession, to become mentors, to invest in spiritual development, to focus on health and to re-bond with one's parents and children. And the fourth "ashram" - looking beyond the beyond - was stepping back from material things, giving back in a personal way to grandchildren and coming to peace with mortality. Prof. Sawhney's analogy to one's offspring to dogs (unconditional love) and cats (don't call me, I'll call you) and the flip between dog and cat and back to dog during the various ashrams had everyone in splits. The keynote session left everyone with something to think and ponder about.

The onus to wake up the crowd after a delicious lunch fell on Harit Talwar, Executive Vice President and President - U.S. Cards, *Discover Financial Services*, IIMA alum. Harit shared his perspectives on "Changing Headwinds to Tailwinds" and shared interesting insights and analogies into how his company had survived and

emerged phoenix-like from the crises in the financial and credit card markets. Harit shared his strong belief in three basic principles - Friedrich Nietzsche's philosophy ("that which does not kill us makes us stronger"), Bobby Knight's philosophy ("the key is not the will to win...everybody has that; it is the will to prepare to win that is important) and Oliver Goldsmith's philosophy ("life is a journey that must be traveled no matter how bad the roads and

accommodations). His analogy to the Alice in Wonderland dilemma ("where do you want to go") and the Goldilocks effect (too hot, too cold, just right) got everyone in the room thinking and questioning their own approach to issues and problems. Harit's parting advice was simple and pragmatic - the most elegant solutions are simple...you just need to step back and go back to basics.

The day ended on a high with an interactive session on next steps. The IIM-spouses were amazing with their engagement and enthusiasm - which ranged from opening up their homes for holiday parties to conducting studies and workshops on how to promote the IIM brand to offering up public relations and media services.

In the words of one attendee - "I am so glad I drove 200 miles this morning to attend Summit 2011. I am blown away by the warmth and camaraderie at the convention. What a great opportunity to network, exchange experiences and find out more about what my fellow IIM alumni and associates are doing professionally and personally. It is so clear that IIM alumni are making a significant contribution to business and community in the US. Can't wait for the next event."

A black and white photograph of a large, multi-story building with a prominent balcony and a large tree in the foreground. The building has a classical architectural style with a large central archway and several windows. The balcony is ornate with a decorative railing. A large, leafy tree is in the foreground, partially obscuring the building. The overall scene is a historical or archival photograph.

SNAPSHOT

**The Retreat, Shahibaug - where it all began.....**