



IIMA Alumnus

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IIMA Alumnus

Vol. 44 No. 2 June 2012

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From the Desk of Dean (Alumni & External Relations)

Dear Alumni,

Greetings from IIMA!

I hope many of you have been receiving my frequent communication, through which I am making an attempt to keep you informed of what all has been happening at the Institute and the news and information that is of direct relevance to you. As most of the news from the campus is being covered through these frequent messages, I find it difficult to add anything new.

All the messages are also uploaded on the alumni notice board at <http://www.iimahd.ernet.in/institute/about/alumni/alumninb.html>. In case you are still not registered or have not updated your email ID through alumni website www.iimaalumni.org, please spend a few minutes to update your record to enable both of us to be in touch with each other continuously; as well as enabling the IIMA Alumnus magazine to reach the right address.

This issue gives the details of the 47th Convocation which was held on 24th March, 2012 with Mr.K.V.Kamath, PGP'71, as the Chief Guest. The video recordings of the concluding function of the Golden Jubilee celebration have now been made available for viewing by all who missed the event. Please do watch it at <http://www.iimahd.ernet.in/medialibrary/gjconconc.php>.

IIMAAA in Muscat and Dubai organized a get-together on 9th and 10th February, 2012 respectively. The Director and I were delighted to attend both the events and interact with the alumni there.

Earlier, the campus used to be fully deserted during the summer break; now, the new PGPM batch enters and starts their sessions from mid-April every year. So the campus is not completely devoid of life.

Synchrony, an event that provides an opportunity to summer interns from PGP-I and those who would be joining IIMA in the coming academic year, to meet and interact with alumni in respective chapters, was organized successfully at most of the chapters during May 2012.

We would like to receive more news and stories from you and share it through the Alumnus magazine. Please do send any interesting news item about yourself or any other alumni by mailing it to alumnus-editorial@iimahd.ernet.in. Let everybody know what's all happening at your end.

Looking forward to staying in touch, as usual!

Thanking you,



Atanu Ghosh

Atanu Ghosh

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47th Annual Convocation - March 24, 2012

The 47th Annual Convocation of IIMA was held on Saturday, March 24, 2012 at the Louis Kahn Plaza, Main Campus. Mr K. V. Kamath Chairman, ICICI Bank and Infosys Technologies Ltd. Was the Chief Guest and delivered the convocation address. Dr. Vijaypat Singhania, Chairperson of the Board of Governors of the Institute, delivered the welcome address and Prof. Samir K. Barua, Director of the Institute, delivered the concluding address.

A total of 515 graduating students of IIMA's Post Graduate and Fellow programmes received diplomas / titles at this year's convocation.

Fellow Programme in Management (FPM):

This is a doctoral programme of the Institute. After rigorous course work of two years, students of this programme carry out independent research supervised by a Thesis Advisory Committee and submit a thesis which is defended before a Thesis Examination Committee. A total of five students received the title of Fellow of Indian Institute of Management, Ahmedabad.

Post-Graduate Programme in Management (PGP):

This is a two-year Post-Graduate Programme in Management. PGP is the flagship



programme of IIMA and is the most prestigious long-duration programme of the Institute. A total of 369 students received the diploma. The students who received the Gold Medal for scholastic performance are Gaurav Jagdish Singhal, Nehul Malhotra, Aditya Khandelua.

Post-Graduate Programme in Agri-Business Management (PGP-ABM):

This is a two-year Post-Graduate Programme, especially designed to prepare students for careers in management related to agriculture, food, agri-business, rural and allied sectors of the economy. A total of 40 students received the PG diploma in Agri-business Management.

Post-Graduate Programme for Executive (PGPX):

This is the full-time One Year Post-Graduate Programme in Management for Executives (PGPX). PGPX aims to be the knowledge fountainhead of tomorrow's management leadership. The programme is ideal for mid-level managers. The sixth batch of PGPX graduated this year. A total of 101 students received the PGPX Certificate. The PGPX student who received Gold Medal for scholastic performance is Shivram Ramakrishnan.





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Address by Dr. Vijaypat Singhania; Chairman, Board of Governors, IIMA

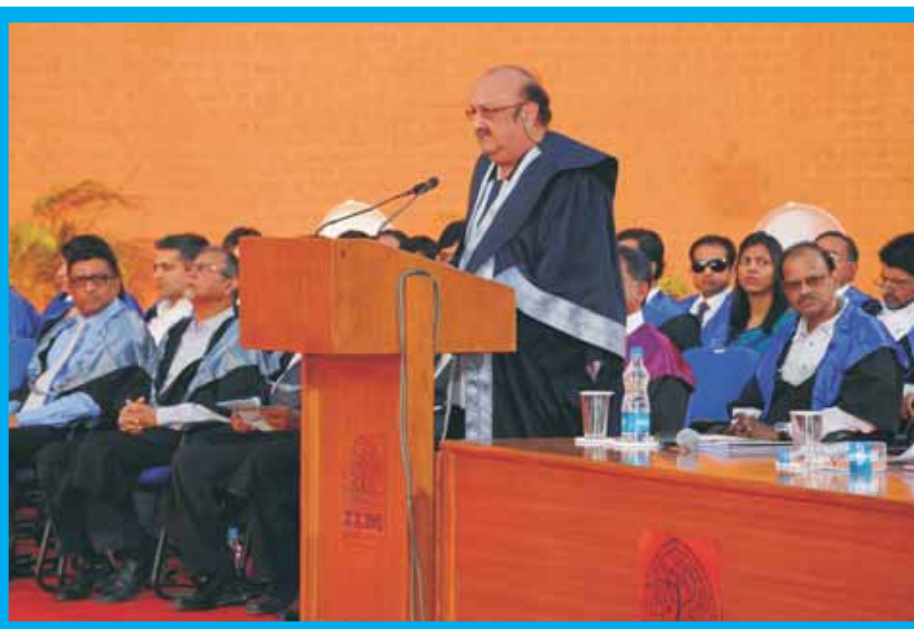
Good evening and welcome to the 47th Annual Convocation of IIM Ahmedabad. It is a privilege to have Mr. Kamath with us here this evening. It is indeed befitting that we have an alumnus as Chief Guest for the convocation on completion of fifty years of the Institute.

The year that has gone by has been a difficult year for the world and India. The global economy has continued to falter and the impact has been felt by the Indian economy. The year was also difficult due to impending elections in some important states. Despite these difficulties, the Institute was able to take strides towards becoming more autonomous in its functioning. After continual dialogue with the government for about two years, the MoA and the rules governing the Institute's functioning and relationship with the government were amended. These now provide much greater freedom of action to the Board. This puts an added responsibility on the Board to deliver even better performance than what has been delivered in the past.

Over the last three years, the Institute also went through detailed introspection on its strategy and functioning. Several measures have been implemented to improve the administration as well as the quantum and quality of research and publications being carried out. The Institute needs to provide a new and more effective infrastructure that will enable more meaningful and internationally accepted research. These measures

will bear fruit in the future, and IIMA will become even better known for innovative ideas in management that have the ability to transform organizations and societies.

“Mera Bharat Mahan” India is indeed a great country, full of contradictions. We talk of corruption, but who started it in the first place? We forget we inherited it for generations past. The 'Brits' made the Maharajahs corrupt, the Maharajahs bought the Thakurs, who bought the zamindars and collectors, and so on it went down the line. Authority without responsibility brought in unbridled power, and the fickle, dramatically ever-changing economic policies of the Government brought in the need for self protection in the short-term, losing sight of their long-term implications. I have seen the days of an Income Tax rate of 97.75% in addition to a wealth tax of 4% chargeable at market values of assets; requiring sale of assets to pay tax, attracting an additional CG Tax rate on top of it. For some years I have personally paid total taxes in excess of 120% of my income. In recent times though, I



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remember the 'corruption fever' was reignited. Not one I daresay, it will take a hundred Hazare's to even make a dent.

Our thinking has changed, our values have degraded. Does our Institute teach the future administrators how to analyse its root causes and how to rectify them? I feel lack of education prevents us thinking of alternatives or the long term consequences of our actions. I ask the parents to teach their kids not only what they should do, but more important, what they should not. Can this short-term approach to making quick money, here and now, be converted into a philosophy for our long-term welfare, in which we can teach kids to care and to love with a high level of integrity....to be understanding of others' needs, respect for seniors and the elderly and most important, teaching the politicians and the bureaucrats how to run an honest country? Out of 176 countries surveyed for corruption, India comes No. 4. When I told a senior politician that this was shameful, he said: "look at the bright side, there are three countries more corrupt than us!" A major change is required in our thinking. Let us work towards it.

I will be relinquishing office by the end of March. This will be my last convocation as Chairman of the IIMA Society and the governing Board. I am happy to report that with concerted efforts, the Institute has been able to put its finances on a sound footing. With the entry of foreign institutions into India, the Institute will need funds on a much larger scale to be able to compete effectively with much better endowed institutions. Over the last year and a half, in the backdrop of the golden jubilee celebrations, the Institute has been able to reach out to alumni to contribute to building a corpus for supporting its activities.

I am happy to note that my period coincided with the Institute winning global recognition: IIMA was accredited by EQUIS in June 2008, the first Indian b-school to receive such recognition; it was later reaccredited in 2011. The PGP was ranked by FT at No. 8 globally, the first time it got considered for ranking in 2010. It was ranked at 7 by FT in 2011. The PGPM got ranked at 11 globally by FT in 2011, the first time it was considered for ranking; it retained its ranking in 2012. The Institute continues to be ranked in the top 100 business schools in the world by the Economist.

Graduates from IIMA occupy important positions in all types of organizations, including the government. A significant proportion of graduates of the Institute have taken the path less trodden and become entrepreneurs; many of them have established organizations that work among the poor and less privileged in society. Over the years, the alumni have contributed immensely to both, the economic and social development of the nation.

I would urge the graduating students to take inspiration from the contributions of your illustrious predecessors. I would urge you to go out with a commitment to use the knowledge you have acquired in transforming the society, so as to fulfill the pledge we made to ourselves at the time of independence, articulated by Pandit Jawaharlal Nehru in his maiden speech as the first Prime Minister of independent India: "to wipe every tear, from every eye." The happenings around us show that the nation is desperately in need of such a spirit of service from its young. Only then would the sacrifices made by your parents to educate you at IIMA, not go in vain. I wish you the very best in life.

Address by Chief Guest, Mr. K. V. Kamath; Chairman, ICICI Bank and Infosys Technologies Ltd.

Thank you for inviting me to the convocation ceremony at IIM Ahmedabad. I feel honoured to be here to share my thoughts with you in this Institution which has been producing some highly capable minds in the country, over many years. To all the young men and women gathered here today, I would like to talk about the exciting future of India that you will not only be a part of, but where you will also be drivers of change.

India has made remarkable progress over the last two decades and is viewed today as a land of opportunities. This transformation had its genesis in the process of economic reforms initiated in the 1990s, which unleashed the entrepreneurial abilities of India's people. In addition to opening up to global competition, the transition resulted in a positive structural shift within the economy. It saw the rise of a strong services sector, the growth of new industries like information technology (IT) and biotechnology, and pushed traditional sectors like pharma and automobiles to become globally competitive. Among the many transformational

developments of these years, I would pick four that were truly momentous in their impact.

First, we crossed per capita GDP of USD 500 and USD 1,000 in the same decade. While it took over two decades to double our per capita GDP from around USD 260 in 1980 to USD 550 in 2003, it doubled again in just five years and indeed today has crossed USD 1,500. This had tremendous implications for savings growth, consumption demand and the ability to finance investment in the country. Suddenly, so many possibilities emerged, not only for growth in traditional business segments, but also for building a whole new set of businesses.



Second, the decade gone by saw the rise of the Indian consumer as a key driver of India's growth. As per capita GDP crossed USD 500, driven to a large extent by growth in the services sector, we saw rising demand for homes, consumer goods, financial services and a range of other goods and services. These in turn drove economic activity and upward migration of incomes, creating a virtuous cycle of growth.

Third, India quickly adopted and leveraged developments in information and communications technology, in some cases leapfrogging intermediate stages of development. This enabled the quick scale up of new paradigms of distribution and service delivery in a range of areas. Fourth, a changing Indian corporate sector which is operationally efficient, internationally competitive and has stronger balance sheets. Operating cash flows increased over nine-fold between 1995 and 2010. This enabled the corporate sector not only to leverage on growing domestic demand, but also to expand outside India, acquiring backward and forward linkages, making Indian brands known globally and also acquiring marquee global brands. The Indian corporate sector emerged from a period of restructuring and repositioning with healthy finances and globally competitive quality and cost metrics.

From a global point of view, there is a shift in focus towards emerging market economies as global rebalancing was accelerated due to the



impact of the 2008 crisis. The contribution of emerging market economies in global growth increased from 43% in 2000-2008 to around 68% in 2010. India today is one of the fastest growing economies in the world, with the domestic economy presenting a number of opportunities for growth; be it in terms of unlocking value in sectors like agriculture or building basic infrastructure.

Infrastructure is a key growth area for the economy with opportunities in several sectors; including highways, ports, airports, telecom, urban infrastructure, power, railways and oil & gas. The Twelfth Plan estimates investment of USD 1 trillion in infrastructure of which 50 percent will come from the private sector, including public-private partnerships. This level of infrastructure investment will have a significant positive impact on overall economic growth, with its linkage to other sectors in terms of demand for their output, its generation of employment and its improvement of national productivity.

The changing character of and potential in rural India should further catalyse our progress. The traditional belief that India's rural economy is agriculture-driven is gradually changing. In the last decade, there has been a marked shift in the composition of the rural economy. According to estimates, India's rural economy had a share of 48% in the net domestic product, much higher than the share of the agriculture sector. The share of agriculture in the rural economy has come down from 39% in FY 2005 to 30% in FY 2010. Several initiatives taken in recent years in rural road development, supply chain management, communication technology and financial services have redefined the business needs of the rural economy. As rural incomes grow, it will create a vast consumption market and the demand for consumer goods and consumer finance will increase. The rising affluence is expected to propel demand for goods and services and provide a strong domestic impetus to growth.

Such economic progress will inevitably lead to a higher degree of urbanisation. The urban population grew from 220.0 million (26%) in

1991 to 340 million (30%) in 2008. In the next twenty years, it is estimated to grow to 590 million (40% of total population) as 250 million more people join the urban population. This will require the emergence of new cities and significant urban rejuvenation in existing cities. A significant proportion of the growth is expected to come from the next level of cities. The numbers forecast for India are extraordinary. The top three cities themselves will grow to a size equivalent of countries today; for example, Mumbai will grow from GDP of US\$ 36.00 billion in 2010 to US\$ 265.00 billion in 2030 (Malaysia GDP was US\$ 220 in 2010). Similarly Delhi and Kolkata will grow to a GDP of US\$ 250.00 billion and US\$ 200.00 billion respectively by 2030. The next six cities in 2030 are expected to become two to four times the size of Mumbai today!

Technology pervades through every aspect of economic activity. The rise of communications technology was led by the increasing use of handheld devices with the spectacular growth in mobile telephony and increased connectivity. India is home to the third largest internet user



base at about 100 million and has the second largest mobile subscriber base of over 800 million. While the number of internet users is increasing at an annual rate of over 20%, the number of mobile internet users has more than doubled, indicating the increasing usage of mobile phone as a means of internet access. The mobile phone is now well equipped with state-of-the-art specifications and has the capabilities of the desktop and the laptop both, in terms of communications access and as a computational tool. A decline in device costs will make more and more capabilities available at costs that are within reach of a large section of the population. Broadband connectivity will be the catalyst to multiply the social and economic impact of the evolution in communications technology. The increase in computing power accompanied by reduced costs makes the future biased towards a “digital, mobile and personalised” world.

Economic growth leads to a demand for better services, better infrastructure and a spurt in consumption demand. Shift in income levels and

lifestyle will lead the Indian consumer to fulfill his aspirations at a younger age with an optimal combination of debt and equity. With income levels poised to improve further and the favourable demographic profile ensuring that a large proportion of the population is in the economically active working age group, consumer finance will continue to grow in the coming years. Similar to those in banking, the trends of development and sophistication are evident across the spectrum of financial services, including insurance and asset management. We are seeing a variety of new product offerings and innovative methods of distribution fostering robust growth in these areas. The next game changer in banking and financial services will be biometric and communications technology. Biometric technology will change the way customers access financial services - the thumb will become the customer's passport into the financial world. Similarly, wireless communications technology means that a small personal portable device, maybe a mobile phone,



can be used to carry out transactions and seamlessly connect with the financial services provider's backend systems. The combination of biometric technology for authentication, wireless communications technology for carrying out transactions and maintaining seamless records at both, the service provider end and the customer end, will rapidly accelerate financial inclusion, transform the customer's engagement with the financial system and enhance the efficiency of the financial system.

The Indian banking sector has mirrored the country's gradual emergence as an economic powerhouse over the last two decades. The sector has undergone a transformation over the last two decades, with the adoption of technology, development of new products and creation of alternate banking channels to serve customers and can today drive inclusive growth. Technological innovation played a pivotal role in this expansion, as banking services such as cash management, foreign exchange and trade finance underwent a major change imparting greater efficiency to both, banks and corporate houses. Channels of banking also saw a paradigm shift through the decade with increasing use of channels other than the branch. Technology has been an important disrupter in enabling the emergence of these alternate channels of banking. While bank branches continue to be key sales and service points, alternate channels such as ATMs, point-of-sale terminals and internet banking continue to grow their share of transactions. India now boasts of more than 80,000 ATMs, and this number is growing further. Indian banks have developed the technological capability to handle large volumes at a lower cost than their global counterparts. The level of functionality being delivered through these alternate channels has gone well beyond balance enquiries and cash withdrawals, to extend to remittances and payment solutions as well. To frame the story in numbers: at ICICI

Bank, the share of branch transactions has come down from 94% in 2000 to 19% currently. Correspondingly, the share of transactions through ATMs has gone up from 3% to 53%, internet transactions from 2% to 18%. Mobile banking transactions have just started picking up.

In recent years, there has been enhanced focus on inclusive growth and financial inclusion as a key ingredient of inclusive growth. Financial services remain under-penetrated in India, with substantial scope to increase access to financial services across the country, especially in rural areas and among low income households. In the past, a key challenge was the high cost of delivery of financial services through traditional brick-and-mortar structures. Two key developments have changed this paradigm. First, regulations have been introduced permitting delivery of financial services through business correspondents. Second, the development of technologies using smart cards and biometrics has changed the way banking services can be accessed by the customers.

Right from enrolling to opening an account and carrying out transactions, technology has made this possible without the need for a 'brick and mortar' branch presence. However, physical delivery of cash to remote location is still a problem in many remote areas. It may require some innovative solutions tailored to the problem, such as a secure and mobile cash box with a mounted electronic authentication mechanism to facilitate easy disbursement of cash.

In this context, the government's Unique Identification (UID) number project will be a path-breaking effort towards improving financial inclusion. It exemplifies how technology can be a game changer. The UID will not only help to create an identity and a unique identification mechanism that can help track credit history of consumers and improve service delivery, but also

help achieve financial inclusion at a low cost. Taking this a step further, it will also help improve governance and efficiencies in social sector investments.

One major trend going forward would be the replacement of cash and cheques by electronic payments. India, with its proven ability to quickly adapt and leapfrog technology, has already started seeing the emergence of electronic cash as a medium of exchange. Currently, around 250 million credit and debit cards issued by banks are in active use. Electronic payments in fiscal 2011 grew to around 955 million transactions valued at USD 7.5 trillion (excluding inter-bank transactions). This indicates the potential impact of technology on the way money is handled in the country. For large value transactions, systems like real time gross settlement (RTGS) are already fast replacing paper instruments, but small value transactions are still undertaken in cash. Developments in payments will lead to shift of small value payments to electronic channels, as technology reduces the cost of low value transactions. The rapid shift towards electronic payments would require Indian banks to continuously innovate and increase investments in technology to further leverage alternate channels through technological innovation. The use of hand-held devices for banking is set to grow exponentially. It is estimated that mobile internet users will touch 200 million by 2015. The inter-bank mobile payment system (IMPS) operated by the National Payments Corporation of India (NPCI) permits payments with the use of the recipient's mobile phone number. This system offers promise in wider applications for low cost electronic payments for the inclusion agenda, as well as for merchant and business payments where additional transaction information is required.

Technology such as small card readers that enable mobile devices to accept credit and debit

cards will lead to a multi-fold increase in acceptance and usage of card-based payments, further reducing the need for cash. Banks are also exploring new payment mechanisms with the use of secure near field communication (NFC) chips and the use of bar codes for exchange of transaction information without the need of carrying a physical card.

Mobile banking will thus further evolve, not only as a cost effective channel, as the cost of a transaction through a branch is roughly fifty times that through a mobile, but also serve across the spectrum as a tool for catering to services such as travel and utility payments and remittances. The rapid growth of mobile connectivity, dropping costs of bandwidth, declining costs and growing functionality of hand-held mobile communications devices, ability of UID to serve as the authentication basis for transactions and growing volumes of electronic payments will all set the stage for a paradigm shift in banking.

India is poised for truly exciting times ahead with several more opportunities and challenges emerging in step with India's growth: the aspirations of a young population, an expanding corporate sector and the imperatives of inclusive growth. The disruptive impact of technology will play a critical role in meeting these opportunities head on.

In painting a picture of the India of the future, let me share the proxy of China. China grew at a CAGR of 9.5% for over 25 years since it began its economic reform process in 1979. The impact of such high growth was phenomenal. China's GDP grew ten-fold over this period. According to China's official statistics, the poverty rate fell from 53% in 1981 to 2.5% in 2005. The wealth creation and infrastructure development in China is there for all to see. In many ways we are at the same stage as China was in 2003 and therefore the possibilities for the next decade for us are

tremendous. Structurally, we are in the same position as the economies of China, Japan and South East Asia were just prior to their growth phase and as such, we do have the potential of achieving the same results as they have.

Demography has been and will be one of the most important drivers of growth in India. By 2020, the demographic advantage in India, relative to the rest of the world, including China, will become even more significant. India is a young country with 50% of its population under 30 years of age. The median age of our population is 25 years this is projected to be at only 30 years, even in 2025. It is estimated that India will add around 11 million to the workforce every year for the next five years and will account for 25% of the global workforce by 2020. The dependency ratios, i.e. number of dependents per working person, is expected to decline for the next three decades, unlike other major economies even

China, where the dependency ratio is on an upward trend. These are indications of the demographic dividend the country enjoys, creating a growing consuming class and the human capital to drive growth.

GDP per capita of USD 1,000 was an important threshold, beyond which an economy sees increased affordability and aspirations for a better lifestyle. With a per capita GDP just over USD 1,500, we are at the next inflexion point in terms of rising purchasing power and demand for goods and services. It is estimated that the next decade should see around 200-250 million people coming into the consuming class in India. It is estimated that by 2020, the middle class population in the country would be close to 580 million and per capita income would be USD 4,000. The ramifications of this are immense, resulting in demand for a better living environment and an accelerating consumption



cycle. The consumption and savings dynamics the country has witnessed in the last few years are unprecedented in our history, and will only accelerate in the years ahead.

Economic growth and rising per capita income will lead to demand for better infrastructure, growing ability to finance projects and willingness to pay for infrastructure facilities. For example, while just over 22,500 MW of power capacity was added in the five years from FY 2001–2006, about 50,000 MW was added during the next five years FY 2006–2011. The Twelfth Plan estimates capacity addition to the tune of 100,000 MW during FY 2013–2017. Infrastructure development will be a key priority and investment in infrastructure is projected to increase to over 9% of GDP.

The speed of adoption to newer technological means and its impact has been breathtaking and as India continues to grow, technology will be a force for disruptive change. The scale of opportunity will dramatically change, given that the economy will double every five years, at least for the next two decades; there is thus a significant opportunity to leverage technology to drive new business models. The next wave of evolution would be the impact of technology on driving an inclusive transformation: not only as a multiplier of productivity, but also towards democratising access to information, goods and services, and driving the inclusive agenda by facilitating savings, investments, remittances and spending for a large unbanked population of 700 million people.

It is important to realise that the potential that we have today needs significant efforts to be fulfilled successfully and that the process of building the nation must continue. For instance, the demographic dividend to translate into a significant push to the economy needs to be accompanied with skill development, which is

currently at inadequate levels. Though over 90% of new entrants into the workforce are literate today, the institutional capacity for providing skill training is insufficient. The challenge today is in terms of upgrading skills and meeting industry requirements. Both the private and the public sector have to jointly provide wide-scale vocational training to quickly enhance capabilities of people. A related issue is that of basic healthcare and primary education for all our people, to enable the less advantaged sections of society to have the capacity to access opportunities in this growing economy. Inclusive growth is not just about subsidies or unemployment benefit schemes— at its core it is about building capacity in the poorest communities in our country to lead productive lives and earn a decent livelihood. Investment in basic healthcare, primary education and vocational training are critical to making this happen.

The Indian growth story is based on multiple pillars: consumption, investment, domestic demand, global competitiveness, knowledge-based businesses and industrial growth. India's key competitive strengths lie in a large domestic consuming market with a favourable demographic profile, an entrepreneurial talent pool with innovation capabilities, cost advantage and potential for improvement in productivity with easing structural bottlenecks. There is perhaps no better time than now to enter the corporate arena in a country well on its way to graduate to an economic superpower. A final word of advice: learning is a continuous process and you must look out for opportunities to learn so that your skills and knowledge are continuously upgraded and relevant to the needs of the market. With the strong foundation this glorious institute has given you, I am sure you shall succeed in your respective careers. My congratulations and best wishes.



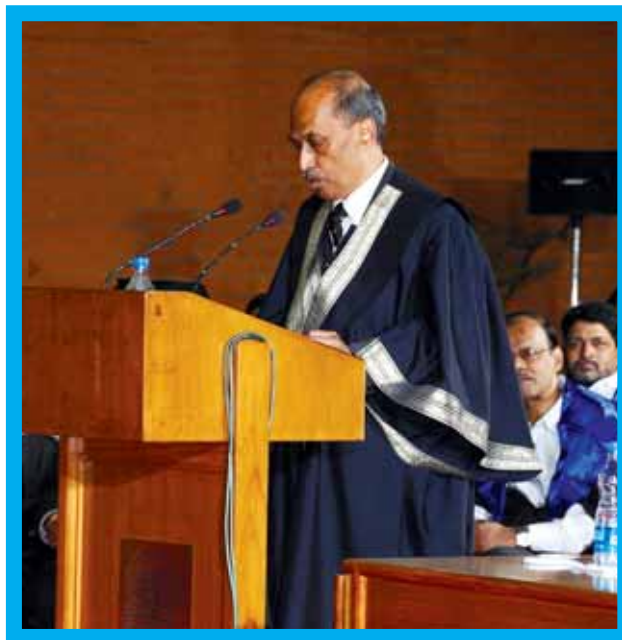
Address by Prof. Samir K Barua, Director, IIMA

Mr. K. V. Kamath, Chief Guest of the convocation; Dr. Vijaypat Singhania, Chairman of the Board of Governors of the Institute; Members of the IIMA Society, Members of the Governing Board of IIMA, colleagues from the Institute, family members and friends of the graduating students, the graduating students, ladies and gentlemen, my warm greetings on the occasion to all of you.

It is indeed fitting that for the convocation in the fifty-first year of the Institute, we have a distinguished alumnus, Mr. K.V. Kamath, as the chief guest. I do not know whether Mr. Kamath remembers, decades ago, when leasing was new to India, the Institute had launched a series of executive education programmes on leasing. Mr. Kamath used to be a guest faculty in those programmes. He has gone on to become a doyen of the banking and financial sector in India. It is indeed a privilege and honour to have him with us this evening.

The golden jubilee year witnessed the institute taking some key strides towards global recognition. In 2008, IIMA had become the first Indian school to be accredited by EQUIS. The EQUIS accreditation was reconfirmed in 2011, after a comprehensive review of the performance of the Institute since the last accreditation. As in the preceding several years, for the year 2011, The Economist ranked IIMA in the top 100, and at 9 in the Asia and Australasia region, among business schools globally, that offer full time MBA programmes. The Economist also stated that IIMA continued to be the toughest school in the world to get into.

The ranking of the PGP by FT, for the year 2011, improved to 7 among comparable programmes, globally. This is the only programme from India that figures in the list of programmes ranked by FT. The PGP was ranked second on the dimension of success of placements by FT.



Eduniversal, a French rating agency that specialises in the rating of higher education programmes, ranked PGP-ABM as the best master's programme among the 50 top programme, globally, in agribusiness and food industry management, for the year 2011.

PGPX, the one year post-experience post-graduate programme of the Institute, was ranked 11 by FT in the ranking of Global MBA Programmes for the year 2012. The programme was also ranked at number one on the dimension of career progression.

As regards the conduct of the academic programmes of the Institute, the year witnessed completion of the expansion related to OBC quota of the PGP and the PGP-ABM. The doctoral programme of the Institute, FPM, has witnessed initiatives to improve the quality of research work being done by the students. Students are presenting papers in conferences and publishing papers in journals, while completing the programme. The programme also has initiated collaboration with doctoral programmes of several foreign business schools, whereby

students from IIMA can take courses and work with faculty in those institutions. The PGPX has taken rapid strides in the short span of time since its inception. It has clearly become the programme of choice for candidates with considerable work experience, who desire to pursue a one year programme in management.

The year was a difficult one for the world and India - deepening economic crisis in Europe, anaemic recovery of the US economy and clear signs of slowdown of the Chinese and the Indian economies. Despite such difficult times, and despite larger batch sizes, the final placement of students graduating from the Institute has been successfully completed.

The Institute conducted about 150 management education programmes, training over 4500 participants from a diverse set of organizations. For the first time, the Institute conducted two general management programmes in Bhutan. The participants in these programmes were from India and Bhutan. The programmes conducted in the spiritual ambience of the nation that believes in measuring Gross National Happiness, rather than Gross National Product, were exceptionally well received. Since Bhutan has less stringent restrictions on entry of nationals from some of the neighbouring countries, it is hoped that over time, these programmes will have a far greater international character.

The Institute has taken several concrete measures to strengthen support as well as requirement for research and publication. The hope is that sooner than later, new paradigms for dealing with issues in management and policy making will emerge that will bear the names of faculty members from the Institute.

Considerable focused academic work is done by the nine centres that have been established at the Institute. These centres continued to contribute significantly to theme and sector specific academic output.

The golden jubilee year also witnessed a first-of-its-kind collaboration between IIMC and IIMA. The two institutions came together to jointly support a series of five conferences on management education in the country. These conferences were held at Ahmedabad, Kolkata, Mumbai, Chennai and Coimbatore. While each conference had a separate theme, the common theme for the conferences was examining the curricular changes needed to make management education in the country far more relevant for the emerging needs of the nation and the larger society. An interesting feature of the effort was that the Chennai Alumni Chapter took the initiative to organize the conference at Chennai. The conferences were exceptionally well received, with participation by delegates from over one hundred management schools in the country.

IIMA has been fortunate to have members of IIMA Society and IIMA Governing Board who take keen interest in the functioning of the Institute and make time to address the difficulties faced by the Institute. In Dr. Vijaypat Singhania, whose five-year term gets over on March 28, 2012, the Institute had a Chairman who was passionate about the Institute and was willing to commit the time, demanded by the Institute. During his tenure, significant changes were achieved in the basis and manner of functioning of the Institute.

For years, the Institute had been asking for much greater operational autonomy. The MoA and the rules that govern the functioning of the Institute, that were framed in 1961, at the time of establishment, had remained unchanged for five decades. After prolonged and protracted negotiations with the government, amendments have been made to the MoA and rules that accord a fair degree of autonomy to the Institute, through empowerment of the Governing Board.

The Board had constituted a Committee for future

direction of the Institute, comprising members from the faculty and Board. The year witnessed consolidation of the benefits from changes implemented in the administration of the Institute, based on the recommendations of this Committee.

The last four years also saw steady consolidation of the financial position. The Institute had stopped asking for grants from the government since 2004. A variety of factors had created a situation, whereby it had started making operating losses. Concerted efforts at improving the financial position of the Institute resulted in the Institute returning to a small operating surplus in 2011. What is even more noteworthy is that the pension and retirement liabilities of the Institute are now fully funded. Further strengthening of financial position of the Institute is needed for it to compete effectively with schools with much greater resources.

The year also witnessed significant addition to the physical infrastructure. A new hostel complex that can accommodate 320 persons, with exceptionally well designed rooms, has been completed. Two new tennis courts have been built and a new indoor sports complex, with facilities for badminton, table tennis, snooker, billiards and squash has been completed. The much needed restoration work of the office complex and the Louis Kahn Plaza, was completed. The efforts at greening and beautification of the campus continued with greater vigour. The campus today is one of the greenest patches in the city and is home to over seventy species of birds.

The year also witnessed the conclusion of the celebrations of the Golden Jubilee of the Institute. The concluding function on December 10 and 11, 2011 was focused on recognizing the achievements of the alumni. The event, with participation of over 300 alumni, reconfirmed that there is practically no field where they have not made a mark. The presentations on the journey of

several alumni, who chose to take a different path of self actualisation, were inspiring. Every single alumnus present on the occasion acknowledged the contribution the Institute had made by instilling the confidence in them, at a young age, that they were free to dream and that their dreams would be fulfilled.

To you, the graduating students, my congratulations on successful completion of your respective programmes; my congratulations to your families and to your teachers who provided the support you needed, when you faltered; and who shaped your intellect, as you explored, for you to achieve this academic distinction. As you leave campus and become a part of the large community of alumni, take inspiration from their achievements and contributions and pursue your dreams with the conviction that the time you spent at the Institute will see you surmount the stiffest of challenges in life. Borrowing from the famous song of Michael Jackson, use the power you have acquired to “heal the world and make it a better place for the entire human race.”

I would like to end my address on a personal note. This may be my last convocation as Director. Thirty two years ago, I sat where you are sitting today, with a heightened sense of suppressed excitement about the future, and yet with a tinge of sadness at having to leave the carefree life of a student. As I look back, I do not recall a word of what was said by the then Director, Chairman or Chief Guest. Yet, the memory of that evening has become a part of my indelible experiences from which I have drawn strength and courage. I am certain that ten, twenty or thirty years from now, the recollection of this evening will weave similar magic for you and give you the support you may need in times of despair. I wish you the very best as you start your journey as alumni of this great Institution.

MEN OF GOLD: What works – and what doesn't

Aditya Khandelia, Gaurav Singhal and Nehul Malhotra; the three PGP winners of the gold medal for academic excellence, talk about their times on campus and what they feel gave them an edge in the race to the top:

Aditya Khandelia

“Do not obsess over grades; my best scores often came when I did not actively work towards them”

It's a great pleasure to have this platform for sharing my thoughts on the two years at the campus. While the recognition in form of the medal may be individual in nature, I believe that is hardly the case with the effort behind it. Considering that most of the assignments are to be done in groups, saying that I could not have done this without my group mates would be an understatement. I would like to thank each of them from the bottom of my heart.

As for what helped me get the medal and provide tips to future batches, work hard, do justice to the assignments and submit them on time is all I would say on this. What I would like to share instead is some general 'gyaan' with the 2013/14 batches on what to do. This is completely my personal opinion, and should be taken accordingly:

- i) As hard as it may be, do squeeze time out from studies to participate in the host of activities that go on in the campus. The learning from clubs, events, competitions etc. complements the classroom work.
- ii) The faculty is one of the best in the country; there is a lot that can be learned from them outside the classroom. Interact with them on topics that interest you or for general career guidance.

- iii) Do not obsess over grades; my best scores often came when I did not actively work towards them. Take interest in the courses and focus on learning the most you can, scores will follow.



- iv) If you haven't been outside the country yet, and don't get a foreign intern, do go on the exchange programme. Not only does it expose you to a very different pedagogy, but also a different way of living, and it widens your horizons.
- v) Pick courses in the second year based on what you are interested in. Time table, ease of scoring, work required are some criteria frequently considered during selection. Despite how 'chill' second year might be, there is a lot that you can learn and in the long run, compromising on it isn't worth it.

Having said all this, I would like to conclude by saying don't let the fun drown in all the work. After all for most of us, this would be the last time in college. So party with your friends every once in a while, those will surely be the times you will remember for years to come.

Gaurav Singhal

“Zero in on your interest within a few months of the first year; other things like grades will then take care of themselves”



I entered the campus as a starry-eyed kid enters a supermarket for the first time. There was no sense of entitlement in me. I knew that the batch would include people far more experienced, talented and

accomplished than I was. My academic ambition was to not fall below average just to score enough grades that allow them to not become a liability in making new friends. The first quiz we had was Probability and Statistics and I scored eight out of 25, when the class average was 13. My goal was to reach 13.

Time passed by and things turned out better than I had expected. I surprised everyone, including myself, by getting selected into BETA - The Finance and Investments Club on campus. Team BETA comprised a bunch of very smart and diligent students and as one friend remarked, "It is probably the best and most professionally run student body in the country." The senior batch of BETA had produced many Industry Scholars and working with them inspired me to do well in all activities - including academics.

At the same time, I was fortunate to be a part of section B. Our class had a very good sense of camaraderie and a jolly sense of humour. I think we had more 'juices' circulating on our section email than the combined output of all other sections. That really kept our spirits high during the painful hours of stress that IIMA is so (in) famous for. We liked working in groups and I remember so many nights when the reading room

would be empty, save for four or five groups working on their assignments - all from section B. Also, at this point, I would like to thank my awesome group mates; in particular, Karan, whose indefatigable energy was the engine that pushed us all to settle for nothing less than excellence in our group submissions. We did not score below 'A minus' in any of our assignments, so I owe much of my academic performance to my friends.

And of course, how can I ever forget to thank the most wonderful professors that we had! Without exception, every professor who taught us was dynamite in his or her field. For instance, we had Prof. Jayanth Varma for Financial Markets and I remember that every lecture of his taught me more in 75 minutes than I could have learnt in a month, by myself. And they were always so interesting that we sat glued to our chairs and time just seemed to flow by. Same was the case with other professors. I liked the case methodology very much and learnt a lot in my first year.

The second year was pretty focused and more than half of my courses dealt with various aspects of financial markets. If the first year at IIMA is one of the best introductions to business and academic rigour, then I can vouch for the second year being an incisive study of a particular specialty. The courses I took taught me many topics which covered various areas such as interest rate, credit and their various derivative products, project finance, M&A, corporate finance, stochastic calculus, behavioral finance and the mechanics of dealer-broker firms and market making. It gave me a very solid foundation from which I could go as deep as I wished.

Also, the work we did in BETA added immensely to my learning experience. For instance, I was a part of the "Efficient Frontier 2012" issue and for the same, we spent three months of countless night outs talking to and seeking views from luminaries in the financial services industry. Our

hard work paid off and all of our contributors remarked that the publication was one of the best that they had seen. Many of them, CXOs of hedge funds and banks, requested multiple copies, so they can circulate it. One of our alumni in New York was so impressed that he offered to show it around to all Ivy-league colleagues in his hedge fund who did not agree that IIMA was the best b-school in the world. I think such publications can be used as a very good branding tool for IIMA outside India.

In BETA, I saw the most outstanding embodiment of leadership qualities in Pratik Gupta, the club coordinator. When I look back to those three months of 'The Efficient Frontier' work and the religious amount of effort that he put in, I just wonder what spirit drove the fire in his soul. Compared to the sacrifices that he and Focus (Kartik Krishnan) made on their time and patience for the publication, the IIMA gold medal and other academic achievements look like a silly joke.

So for me, the second year was very busy - almost as busy as the first year and while ending up as a gold medallist is very flattering, it was certainly not the objective in my mind at any point during the year, except probably the last month. And I strongly believe that this is how it should be. That's really all that I can think of. One last thing for the incoming students: the IIMA curriculum and learning experience (particularly the first year) is one of the best in the world for a career in management consulting or general management. I really can't think of any better curriculum for the same. For other specialities like finance, the professors are definitely one of the best in the world, but you would have to put in a good deal of effort from your end as well. And I think it would help if you zero in on your interest within a few months of the first year. That is the most important thing to do - other things like grades will then take care of themselves.

Nehul Malhotra

“Deviating from your interest-based preferences just to notch up your CG by a few points is just not worth it”

On what helped me get that prestigious award, I would mainly say immense support from peers, lots of luck and some hard work are the three fundamental reasons. While, some of the pointers I recommend can definitely be picked for performing well academically, the personal opinion disclaimer applies.



FIRST YEAR: Year one is, of course, the more important part. Simple justifications include the famous IIMA first-year rigor and more credits (25) required to clear than the second (17). By the way, I mentioned 'academic' specifically because the non-academic part is more prevalent in the final year.

Study! Study hard! Study harder – there is no alternative to it! To get good grades, ample time has to be invested in going through cases and text after classroom hours. IIMA's pedagogy ensures that classes would not be of much use if sufficient effort has not been put in the day before. There are times in the first year when managing workload becomes difficult, when there is definitely a need to prioritise. Some people start paying more attention towards courses they like, while others just prepare for the next most probable quiz. While prioritising, it is important to take care that no subject is completely ignored.

Develop good rapport with group mates This is very important because almost every subject has a significant group component as a part of

evaluation, for which all group members are marked the same grade, based on cumulative performance. During tough times, many people tend to pay more attention towards their individual performance, thinking that group submissions would be taken care of by others. This is completely wrong for two reasons. One is that if you start paying attention towards your individual studies, your group mates could also choose to do the same. Second, your work ethics in the group go a long way in defining you as an individual within your network and building your image, not just for today, but for the future as well. At this point, I need to thank my first-year group mates (Abhik, Nayan, Rachana, Rahul and Rishabh) for all their efforts that helped me perform well in academics.

Seek help from your peers and teaching associates. Due to varied nature of courses, there will be some courses in which you would not be comfortable. For them, do not hesitate to catch hold of your dorm mates, section mates or anyone from the student fraternity. Even teaching associates are a great help in one-to-one problem solving and taking remedial sessions for the entire class before exams. In short, a sincere effort towards studying, coupled with open interaction with people around you, is the right dose for performing well.

SECOND YEAR: To put a hard but realistic fact upfront, it is very tough to be in the top three at the end of two years, if you do not have a top 10% rank in first year. But getting good scores in the second year is an objective in itself.

Course Selection - Exactly opposite to the first year which has all compulsory courses, second year offers a wide variety of electives, ranging from 'quant' heavy finance courses to those conducted outside the classroom like Shodh Yatra. If you are assuming that I would tell you to

take the course of particular area to improve your grades, you are completely wrong. What should determine your course selection are your interest and career preferences. Deviating from your interest-based preferences just to notch up your CG by a few points is just not worth it. If you do so, it is a great compromise to your learning objective. By the way, hard work and good group ethics are required in second year as well.

Do not aim for it from day one! I do not mean it in the literal sense, but that two years is a long journey especially for IIMA Academics. If you start thinking from day one about being at the top, there is a high chance that you will crumble under self-created pressure and fail to deliver your full potential. Take each challenge as it comes, with regular checks to gauge where you are, and move forward accordingly.

While academics are important, the learning is far from complete if academics remain the sole focus. Numerous student activities, sports events, national and international business competitions and other similar things demand your time and effort. If not in first year, one should definitely get involved in such activities in second year when time permits. Such platforms give you a chance to interact and develop close relationships with batchmates, not only from your college, but from all over India. As correctly pointed out by many of my seniors and batchmates, to network with 400 odd best business minds of our country and to add to it, a right to contact them informally for any help at any time, post college is the biggest asset of an IIMA alumnus. To conclude, I would like to say that while there may be only three gold medallists or 20 odd I-Schols passing out from IIMA, everyone convocating is a winner in one way or another.

A.M. Naik appointed new Chairman

Following the completion of the tenure of the previous Chairman, Dr. V.P. Singhania, on March 28, 2012, the Ministry of Human Resource Development, Government of India has nominated Mr. A.M. Naik, Chairman and Managing Director, Larsen & Toubro Ltd., Mumbai, as the new Chairman of the IIMA Society and the Board of Governors, for a period of three years.



IIMA ranked best by CNBC-TV18

IIMA has again topped the list of CNBC-TV18's annual B-school rankings. The 4th edition of the annual ranking study, 'India's Best B-Schools 2012' covered 145 Schools, 235 recruiters and 217 faculty members, across a dual methodology, making it one of India's leading and most comprehensive rankings for management education.

IIM Ahmedabad led the rankings and continues to be the benchmark for MBA education in India. IIMs continued their pre-eminence amongst

management schools, with as many as six out of the top 10 B-schools being IIMs. The following are the top ten B-schools as per the rankings: IIM Ahmedabad, IIM Bangalore, IIM Calcutta, IIM Lucknow, XLRI Jamshedpur, MDI Gurgaon, NITIE Mumbai, IIM Indore, SP Jain Mumbai and IIM Kozhikode.

(Details can be found at:

<http://ibnlive.in.com/news/iima-tops-cnbctv-18s-best-bschools-2012/219960-3.html>)

IIMA RANKS 2ND IN QS GLOBAL REPORT

As per QS Global Business School Report, 2012, IIMA has been ranked second in the Asia Pacific region, next to INSEAD (Institut Européen d'Administration des Affaires), Singapore while IIM-Bangalore, Indian School of Business, IIM-Calcutta and SP Jain Institute of Management and Research, Mumbai figure in the top 20 institutes.

PGP-ABM ranked world No. 1

The Post Graduate Agricultural Business Program of IIM Ahmedabad (PGP-ABM) has been ranked as world no. 1 in the Best Masters in Agribusiness / Food Industry Management Global Ranking by Eduniversal 2011.

(Refer link <http://www.best-masters.com/ranking-master-agribusiness-food-industry-management.html>.)

Conference on Strategies for Managing Libraries in the Future

A conference on 'Strategies for Managing Libraries in the Future' was jointly organized by the Vikram Sarabhai Library, IIMA and INFLIBNET during December, 7-9, 2011 on the campus. The various sub-themes of the conference were:

- i. Collections development
- ii. Users needs and services
- iii. Marketing and communication
- iv. Leadership and Human Resource Management
- v. Emerging Technologies
- vi. Other issues and challenges

The conference was inaugurated by Prof. Samir Barua and attracted about 180 delegates from leading institutes, universities, research institutes and corporates who participated. Some of the organisations represented were IIMs, IITs, ISRO, PRL, ISB, IISER, Jadavpur University, NIRMA University, Ravishankar Shukla University, TCS, Torrent Pharma, ILFS, Tech Mahindra, ONGC, etc. The conference included



45 paper presentations, six invited talks, and 17 exhibition stalls that displayed information products and services.

The invited speakers included Prof. A.K. Jain, IIMA; Dr.M.G. Sreekumar, IIMK; Dr. Sanjay Chaudhury, DAIICT, Gandhinagar; Dr. S. Venkadesan, ISB Hyderabad and Ms. Sucharita Narayanan, US-India Educational Foundation, Mumbai.

The valedictory session was presided over by Dr. Jagdish Arora, Director, INFLIBNET and the Chief Guest was Mr. Vishal Mehta, Founder, Infibeam Ahmedabad.



The conference was supported by various sources including Platinum Sponsor Balani Infotech; Gold Sponsor Allied Publishers. Other sponsors actively participated through exhibition stalls, souvenir advertisements etc.

Financial Times 2012 global ranking: PGPX maintains No. 11 position

The PGPX (Post Graduate Programme for Executives) of the Institute has maintained its rank at 11 in the Financial Times 2012 ranking of the top 100 global MBA programmes. The only other MBA programme (for participants with experience) offered by any Business School in India, in this list, is that of Indian School of Business at No. 20.

Seventh PGPX batch begins

The seventh batch of IIMA's PGPX (2012-13) One Year Post-Graduate Programme in Management for Executives was launched on April 8, 2012 by Prof. Samir Barua. Eighty-five students have joined PGPX 2012-13 batch from a large application pool and after an elaborate selection process. Incoming students, their family members, and the IIMA faculty members attended the inauguration.

The batch has an impressive profile with average GMAT score of 717, average age of around 34 years, average total work experience of 10.5 years and average international work experience of about three years.

*(For more details on PGPX visit:
<http://www.iimahd.ernet.in/programmes/pgpx/programme.html>)*

Institute re-accredited by EQUIS

In an expected but eagerly awaited message of confirmation, the Institute has been re-accredited by EQUIS (European Quality Improvement System) for a further period of three years.

Telecom Conclave at IIMA

IIMA Idea Telecom Centre of Excellence (IITCOE) and the participants of PGPX program organized a Telecom Conclave in IIMA on 6th January 2012. The theme of the conclave was 'NTP 2011- Driver for Changing Telecom Landscape.' Experts from telecom and related sectors participated in the conclave. The prominent speakers were Mr. Ajay Ranjan Mishra from Nokia Siemens Network, Mr. Manoj Dawane from Ericsson India, Mr. Ibrahim Ahmed from Cyber Media Ltd., Mr. Desi Valli from Net4 India, Mr. A Sethuraman from Huawei and Mr. Nikhil Jain from Elitecore Technologies. The discussions were guided by Dr. Rekha Jain of IIMA, who is also the chairperson of IITCOE.

The conclave was divided into two sections. In the first section, the reasons for fall in average revenue of telecom operators were examined and future service offerings were identified. From the discussion, it came out that content will be the next driving force for the industry. The percentage of voice in overall telecom usage is coming down. The content market is huge and there are a lot of things to come in this segment. The industry needs people who have new ways of looking at things.

In the second session, the discussion was focused on impact of regulatory decisions on the business. With the coming up of new business models and services, a need is felt for regulatory changes to keep up with the pace of the dynamics of the telecom industry. Important aspects of National Telecom Policy 2011 were discussed threadbare. The focus was on provisions regarding local manufacturing, R & D and spectrum sharing in the proposed telecom policy. IITCOE is likely to forward key points to DoT for consideration during finalisation of National Telecom Policy 2011.

PGPX 2012-13: Batch Profile

❑ International exposure

- ◆ 06 (5.88%) are international students. Of these, one is a foreign citizen and five are foreign permanent residents
- ◆ 31 (36.47%) are residing outside India, spread across eight countries
- ◆ 74 (87.06%) have international exposure in terms of work and studies
- ◆ 75 (88.24%) have travelled to at least one country other than their home country

❑ Academic background

- ◆ 19 (22.35%) have obtained their degree(s) from outside their home country
- ◆ 37 (43.53%) have a higher qualification (Professional, Masters) than bachelors
- ◆ 65 (76.47%) are engineers
- ◆ 17 (20.00%) have graduated from IIT/NITs

- ❑ The industry mix includes, airline/Travel, BPO, defense, education, energy/power, financial services, government services, infrastructure, IT and ITES, management consultancy, manufacturing engineering, manufacturing process, media, retail, telecom

- ❑ 06 (7.06%) are women students

- ❑ 65 (76.47%) are married; and 40 (47.06%) have children

| Industry break-up | | Functional break-up | |
|-----------------------|-----------|------------------------|-----------|
| Energy/Power | 1 | General Management | 13 |
| Financial Services | 7 | Manufacturing | 1 |
| Government Services | 2 | Marketing | 7 |
| IT and IT Services | 34 | Operations | 6 |
| Mgmt. Consultancy | 7 | Personnel and Admin | 1 |
| Manufacturing Engg. | 9 | Project Management | 22 |
| Manufacturing Process | 2 | Res. & Devp./Designing | 5 |
| Media | 1 | Quality Assurance | 1 |
| Infrastructure | 6 | Programming | 1 |
| Telecom | 6 | Consulting | 22 |
| Airline/Travel | 1 | Systems Designing | 4 |
| BPO | 3 | Software Maintenance | 2 |
| Retail | 1 | | |
| Defence | 4 | | |
| Education | 1 | | |
| Total | 85 | Total | 85 |

New Appointment - Dr. Debjit Roy

Dr. Debjit Roy has joined the Institute as Assistant Professor in Production & Quantitative Methods Area. He has received his Ph.D. in 2011 with a major in Decision Sciences / Operations Research from the University of Wisconsin-Madison, USA. He also holds an M.Sc. (Engineering) in Management Studies from Indian Institute of Science, India, an M.S. in Manufacturing Systems Engineering from University of Wisconsin Madison, USA and a B.Tech degree in Manufacturing Engineering from National Institute of Foundry and Forge Technology, India.

Prior to joining UW-Madison for his doctorate, Prof Roy worked for four years with GE analytic Center of Excellence (currently known as Genpact). He has had a short stint as a visiting

Assistant Professor (Operations Management) in the Department of Management of Technology and Innovation at the Rotterdam School of Management (Erasmus University). His

research interests are in the area of stochastic models for decision-making with applications in distribution, manufacturing and service systems. He is also the recipient of several awards, honours and prize for best papers. *Prof. Roy can be contacted on debjit@iimahd.ernet.in.*



New Appointment - Professor Sanjeev Tripathi

Professor Sanjeev Tripathi has joined the Institute as Assistant Professor in Marketing Area. He is a Fellow of IIM Ahmedabad with a specialisation in Marketing. He completed his Engineering from IRI & MEE in 1998. Before his Fellowship at IIMA, he has worked with Indian Railways in the IRSME cadre, where he handled roles in operations, logistics, production, procurement etc.

Prior to joining the Institute as faculty, Prof. Tripathi worked with Nielsen where he consulted major FMCG players on their innovation processes, new product development, market size assessment and optimal marketing mix. His research interests include consumer behaviour, pricing, retailing, market research and market size assessment. He is interested in simulation



games as a pedagogical tool and has developed simulation games and also used these in classes.

He can be contacted on sanjeev@iimahd.ernet.in.

Video recording of Golden Jubilee Celebrations uploaded

The video recording of IIMA's Golden Jubilee Celebration - Concluding Function have been uploaded at <http://www.iimahd.ernet.in/medialibrary/gjcconc.php>. Among other things, alumni will enjoy watching the recording of the live performance of alumnus Chandrika Tandon, Grammy Music Award Nominee 2011, during the event. The coverage in different parts is as follows:

- | | |
|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Part I & II | - Inaugural Session Address by the Director and Dean (AER) Felicitating Alumni Donors Release of book authored by Prof.S.Manikutty |
| Part III & IV | - Panel Discussion on Management Education: IIMA and the Role of Alumni |
| Part VA & B | - Unique Experience Sharing by Alumni |
| Part VI | - Live Performance by Chandrika Tandon, PGP'75 |
| Part-IX, X & XI A | - Conferring Distinguished Alumnus Award & acceptance speeches by awardees |
| Part XI B | - Release of the book The IIMA Story The DNA of an Institution by Prof. Prafull Anubhai |
| Part XII | - Experience Sharing by Alumni in a Creative World |
| Part-XIII | - Valedictory Address by Prof.V.L.Mote |

Enjoy!

Atanu Ghosh,
Dean (Alumni & External Relationships)

Sanjeev Madavi chosen as new coordinator

Pradeep Koppikar writes: IIM Ahmedabad Oman Group have unanimously chosen **Sanjeev Madavi (PGP-99)** as the next coordinator. His contact details are as follows:

Postal Address: 3B-54, Muscat Oasis Residences, P.O. Box 2121, Ruwi-112, Sultanate of Oman

Contact Nos. Home: +968 24582010, GSM: +968 99898348, Work: +968 24561356 Ext. 120

Email ID: sanjeevmadavi@gmail.com; sanjeevmadavi@yahoo.com

"You may not realise it when it happens, but a kick in the teeth may be the best thing in the world for you. – Walt Disney

IIMA receives STAR News Brand Excellence Awards 2011

After rigorous evaluation by an eminent jury, the Star News Brand Excellence Award in the academic sector, was given to IIMA, for exhibiting extraordinary excellence in the year 2011. The award was collected by Prof Atanu Ghosh on behalf of the Director and was the only one given in this sector. The ceremony was telecast on Star News.

The Star News B.E. Awards are an independent brand recognition exercise initiated to give recognition to those brands and marketers who have achieved extraordinary success from innovative and effective marketing practices, with regard to particular circumstances of different industries, budgets and diversity of marketing programs. The awards are based not only on financial valuation, but also on consumer preferences. They are held to foster marketing awareness in the professional community and inspire aspirations to achieve marketing excellence; their mission being to educate and disseminate the importance of branding in India, with the aim that a branding culture aided by best practices will then position India amongst the world's great nations.



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For more information, please write to alumnus-editorial@iimahd.ernet.in or call: 079-66324934/66324660

Back to alma mater after 40 years!

40-year reunion (Batch of 1971)

The visit started with a bang – the watchman at the gate (which we were not used to, 40 years ago) refused to allow us inside! So I got down and narrated that we were studying here 40 years ago and had come with very good memories and were not being allowed in, even before we had set one foot inside the campus. On hearing that, they promptly allowed us in!

As we went through the subway tunnel we really did not know what to expect; it is such a big campus now! The classrooms really invoked past memories; in fact one of our batchmates tried throwing a chalk at another in a symbolic re-enactment of our bygone days. Then the student rooms were examined by our spouses to see how we stayed, once upon a time. The corridors of the classrooms left us spellbound, as in our time

there were only two rooms! Seeing Profs V L Mote and Prafull Anubhai was also a greatly nostalgic event and all of us were lost in our thoughts of the two most loved Profs, back then. Later, after Prof Mote's speech, I told him that the person photographing us was my son, to which he replied, "that's progress!"

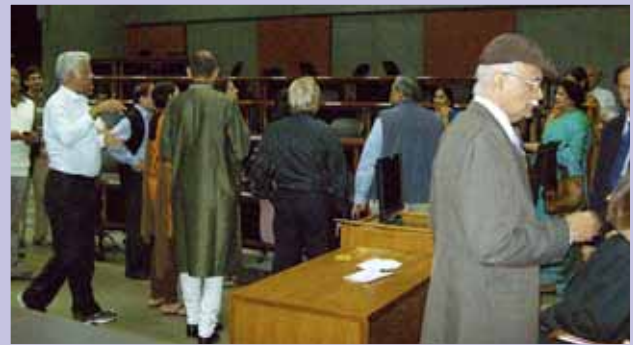


As we bade farewell to him, a host of memories flooded past. It was unbelievable to see a 80 year old prof still thinking of writing a book!

We then proceeded to visit Akshardham, Gandhi Ashram, the Jain temple etc. – about 36 in all, including spouses – and had a great meal at Agashiye, where we also saw the Sidi Saiyad mosque with the IIMA emblem. We also went to

Gir and Somnath. The friendly smiles were an icing on the cake and we all left the campus with great memories; as everyone talked of the improved alumni atmosphere after the arrival of the new Dean (Alumni & External Relations) on the scene.

Kishen Pejathaya



"To lead the people, walk behind them."

-Lao Tzu

25 Year Silver Jubilee Reunion (1985-87 batch)

December 30 31, 2011

The 1987 batch reunion was conducted from the 30th to 31st December 2011, as IIM Ahmedabad's Golden Jubilee Celebrations came to a grand closure. The turn-up for the reunion was also pleasantly high (114 in a batch of 180). Some of the remarkable memories from the two short days included an exciting and a closely fought cricket match between the two alumni teams; an informal question-answer session with Profs Baruah and Ghosh and an extremely entertaining talent night arranged by the batch.

The activities were interspersed with walks down memory lane, dorm visits and interaction with veteran Profs. In his welcome address, the Dean (A&ER) said that there were 17,000 alumni addresses in the Institute's mailing list, many of which were not updated by the alumni. He mentioned the amount of about 38 crores committed from alumni contributions. He also said that IIMA needed intellectual contribution from 'alums' in the areas of case studies, as guest speakers and in providing projects to students.

The session with the director constituted one of the high points of the reunion, as he updated alumni about the progress of the institute since they had left Ahmedabad in 1987. He mentioned the various accolades IIMA had received by

successfully navigating through some of the difficult times. Prof. Barua also shared his thoughts on building IIMA into a global brand by way of greater alumni participation. The alumni in turn raised their concerns on brand dilution and refresher courses for 'alums' amongst other things. On the whole, the session did a commendable job in bringing alumni up to date on the happenings of the past 25 years. They walked out of the RJMCEI Auditorium, yearning once again to contribute to their alma mater.

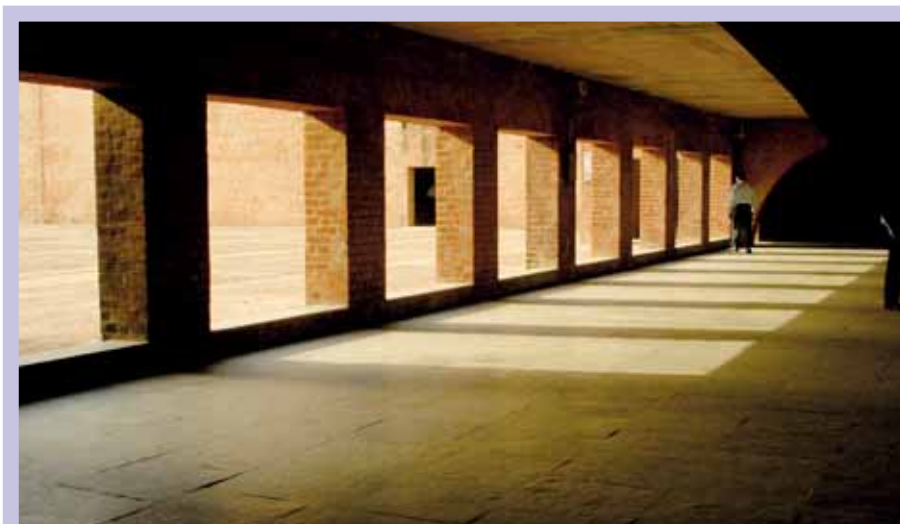
Rohan Arora, Alumni Coordination Cell

Excerpts from Director's address:

It's wonderful seeing you all here with your families. Welcome to the Institute, welcome home. In the last one year, we have taken several measures to strengthen our connect with alumni. We hope to continue to strengthen our interaction with alumni.

I have been with the Institute for over 35 years; first as a student, then as a faculty member and now as Director. I must confess that despite such long association, I am yet to figure out as to how, year after year, the Institute transforms the ugly ducklings who join the Institute every year into swans by the time they pass out, twenty months later. The swans take wings and fly out to distant lands and settle down in life and profession. It is absolutely wonderful to find all of you here, two and a half decades after you went on your separate ways, searching for your place in the sun.

Let me brief you on what we have been doing during this period: for about 17-18 years after you passed out in 1987, while we added many executive education



programmes, we did not expand the portfolio of our academic programmes. Recognizing the needs of organizations for experienced hands with formal background in management, in 2005, we started the one year post graduate programme in management – the PGPX for candidates with substantial work experience. Like the PGP, this programme too is highly regarded today.

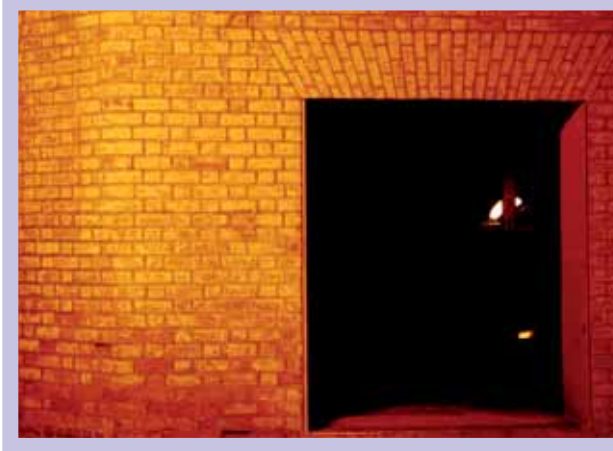
In the last few years, the Institute has succeeded in building its reputation globally. It became the first management school in India to be accredited by EQUIS. The PGP has been ranked globally at number 8 by the Financial Times (FT) and at number 12 by the Financial Times (FT); among comparable post graduate programmes in management. This has been possible only because of the efforts put in by the faculty and staff of the Institute and the achievements of all of you, the alumni, in your careers.

After I started interacting more closely with the alumni, I realised that we at the Institute are often unaware of wonderful work being done by many of you for the larger society. Recently, I learnt about the work IIMPACT, an organization started by the 1978 batch, is doing. It provides non-formal education to women and imparts skills to empower them in their own context. Today, IIMPACT is working with over 18,000 women in 13 states. It partners with local NGOs to deliver the training. The alumni associated with

IIMPACT work pro bono. I understand that there are several alumni and alumni groups that are engaged in similar work in social transformation. There is a need to document such efforts so as to inspire current generations of students and youngsters in the country.

I am often asked about the kind of help the Institute needs from alumni. The Institute requires your support in three basic areas: (a) adding to and maintaining the physical infrastructure on campus; (b) creating a fund for supporting research & case writing; (c) funding the cost of study of needy students. As regards financial support for needy students, it would indeed be wonderful, if we could create a virtuous cycle of “pay it forward”, whereby students who benefit from financial support today, provide financial support to those who need it in the future, when they are in a position to support.

In addition to financial support, we need your active support in accessing organizations so that we can add to the inventory of cases. This would help ensure that the teaching material used in the Institute is renewed periodically and remains relevant. I would also like to urge you to co-author some of these cases, if you can spare the time. Faculty will be happy to work with you. As we move forward and continue our journey, we hope to be able to draw on your unstinted support to take the Institute to greater glory.



Batch of '96 : 15 - year Reunion

25th - 26th December 2011

On a perfect winter morning in December, 30 of us from the class of '96 got together in Ahmedabad after 15 years to relive some bittersweet memories from two of the most eventful years of our lives. About 15 of us were accompanied by our wives and children, making it a group of almost 70. Given the heavy demand for rooms at the Institute from other reunions, our batch decided to stay at the Courtyard Marriott. We got together at the campus around noon at the Harvard Steps to begin a tour of the campus. As we walked past the VS Library, classrooms and dorms, all the memories of WAC runs, dunkings, quizzes, CPs and afternoon tea came flooding back. Some of us admittedly had more memories of classrooms and libraries than others!

The group then moved on to a sumptuous lunch at IMDC on the new campus, which many of us explored with admiration and amazement for the first time. Coming back to the old campus after lunch, it was time to gather in a classroom and share some of the fondest memories from those eventful days between 1994 and 1996. Most of us shared stories of our brave-bordering-on-

foolhardy attempts at class participation in the classrooms of our legendary professors, particularly from Marketing. As the discussion progressed, the spouses and kids were left worried about the future of corporate India to the extent it is in the hands of some of us.

Following two hours of emotional and intense discussion, the group was treated to some delicious tea and snacks on the playground in front of the satellite dorms. Many of us bravely participated in a game of soccer along with the kids, where it was amply clear that ageing feet are no match for young blood. The group then





explore the Ahmedabad shopping scene. This was the only serious session where we heard about the new initiatives at the institute and also brainstormed ideas to remain connected and help. Finally, most of the group headed to Agashiye to top off the event with a wonderful Gujarati thali – weight watching can wait.

All in all, two days when we were young and carefree again and couldn't wait to meet again, hopefully in even larger numbers!

Piyush Doshi

headed back to the hotel for a gala dinner along with some foot tapping music, which brought everyone to the dance floor. Bodies might have slowed down, but it was heartening to see the spirit of ramp parties still alive and kicking in the group.

The next morning started on a lazy note, given intense partying the previous evening. After breakfast, the alumni headed back to the Institute to meet Profs Abhinandan Jain, Atanu Ghosh and V.V. Rao, while the spouses and kids decided to



Batch of 2001 Reunites 10-year Reunion

When Jags proposed “Too much wit, not enough space” as the reunion slogan, he had no idea how true this theme and its variations could be. The countdown to the event was full of wit and there is not enough space to describe it in these pages. The event itself was so full of fun and enthusiasm that we didn't have enough time for doing everything that we wanted to do. And the days since have been full of too many memories!

“Regardless of how much we give back, it will be a lot less than what we got.”

– *Alumnus at the 'Giving Back' session*

The event started as most other events, with Registration. It ended as most other events, with a vote of thanks. What happened between the two was definitely normal. With 71 Alumni attending, the event was expected to be a trip down the memory lane; it turned out to be that, and much more – it was a fun-filled, humorous, fiercely competitive and extremely memorable event.

The fun started right from the morning with Professors Jhadu Mohan and Kamath taking the morning class, with a surprise quiz thrown in. It continued with the campus tour through a Treasure Hunt organised by the current students. The inter-section football match was fiercely contested by all three sections. Teams were all dressed up for the game; they conducted long strategy sessions, there were lots of



tempo shouts, and somewhere, Jawani twisted his ankle. Some football was also played. Only when section C picked up the trophy, it was revealed that it was much ado about just a box of chikkis.

Quite a few professors who had taught the Class of 2001 joined the alumni for dinner, and many of the students were found in deep discussions with the gurus. What a sight it was: Class of 2001's thirst for knowledge and hunger for gulab jamuns is still unparalleled. Thankfully, the excellent arrangements by Bahadur were up to the mark and all mouths found a gulab-jamun, and vice versa.

Talent Nite at RJMCEI began with Shahana's birthday celebrations along with the customary top five; but it was Sui who took the cake – all for





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With the addition of 10 new resorts at Sikkim, Mussoorie, Mahabaleshwar, Kumarakom, Jaisalmer, Kanatal, Goa and Rishikesh, the number of Club Mahindra resorts has gone up to an all-conquering 42 and along with these, the members also have access to over 6,678 international resorts through RCI. With the addition of 10 new resorts, 485 rooms and 18,089 new members were added in the last financial year. This has



resulted in taking the total member base to an impressive 143,000 plus, by far the highest in the country.

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Jiyo life



Awarded Product of the Year 2012

Club Mahindra popularity is evidenced by the several coveted distinctions it received during the financial year 2011-2012. The Club Mahindra Kodagu Valley was voted as Asia's second most favourite family holiday resort by Tripadvisor. Club Mahindra was also voted the Product of the Year 2012 in the hospitality category in a survey by AC Nielsen covering over 30,000 respondents.

For more information visit www.clubmahindra.com.
For more details call us at 18002092345.

The rejuvenation experience at Club Mahindra is incomplete without paying a visit to the Svaastha Spa. Exotic treatments based on the ageless principles of Ayurveda and Yoga Life Sciences are implemented to soothe the mind and body. Whether it is a heavenly body massage or a blissful foot massage, the Svaastha Spa is a must visit for every member.

Not just the holiday but planning it is also extremely easy with an uncomplicated online booking option. Efficient features such as an 'online reservation system' that helps build customized itineraries; 'planning assistance' to get the best travel advice; exact information about the destination and lots more are available on the recently launched new website.





losing weight equivalent to a whole human being! Sumo, being a stand-up comedian, kept standing while conducting KBC (Kiski Biwi Chatur), an IIMA quiz game for spouses. While all the alumni and spouses were immersed in KBC, many current students also turned out for watching 1-Idiots, the stage play - written/directed by Bala and PJ. Sumo, who firmly believes in imparting all-round education, came back on stage with interviews of the six IIMA couples in our batch. As the show ended amidst lot of kolaveri, many people refused to budge from their seats.

Late night life in IIMA is still as alive as it used to be; the night canteen was open till late, and small group discussions continued till early morning. Though midnight onwards, Shilpadhar and his

dorm name, were missed by many. The next morning was a slow start, as people woke up and worked their way to the mess for the aloo parantha. Very soon, however, the entrepreneurship spirit picked up speed. With participation from eight entrepreneurs from the Class of 2001, the start-up stories session became so interesting that it had to be forced cutshort. That was followed up by another discussion session on the relationship between IIMA and the alumni. While Goli, Pachpan and others generated thoughts on how to build up further on that, Prof. Atanu Ghosh, Dean (Alumni and External Affairs) and Prof Samir Barua, the Director, joined the discussions, and gave their insights on the same. And during all these sessions, the kids were enjoying outside with a team of volunteers from Eklavya School, thanks to Prof. Sunil Handa.

Amidst chai at Rambhai's, dorms treats, and lounging at LKP, it was soon time to bid good-byes. And time to look forward to the 15 year reunion. As Shweta, Pappu's wife says, "Why can't we have a 10 year reunion, every year?"

[Contributed by Jhadu Mohan (Rishi Mohan Sanwal), with no support from Ronie, Sumo and Kamath.]



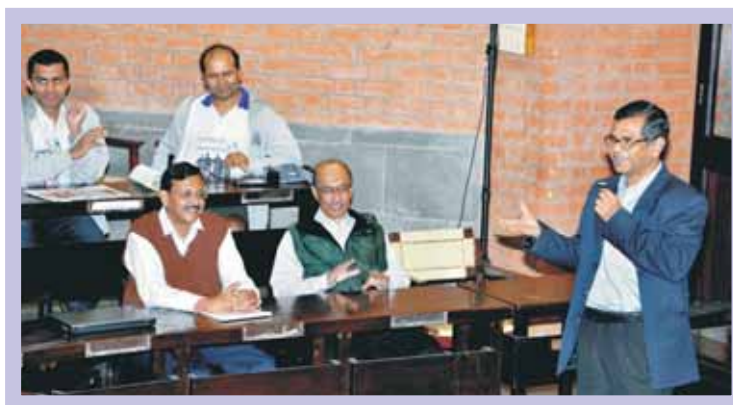
Excerpt from Director's address:

I disagree when people say that the younger generation is irresponsible; I think they are far more responsible and there is enormous hope in them. They will find solutions and are far more connected with the needs of society; I hope you will carry this with you.

I can't tell what it is that IIMA does to you. Spend 18 months here and you are transformed. You don't need to do something for us to be proud of you; we are already proud of you. We would like you to share your achievements with us and failures too; challenges etc.

We are also proud of what we have achieved. In the thousand alumni entrepreneurs, PGPs dominate. Alumni have also done good work in the social sector. The question is: where do we go from here? We have worked hard for 50 years and brought the Institute up to a point; the next 50 years are up to you. The alumni now need to check out a course for the Institute's future.

There have been challenges faced and diktats to be followed as a public Institution. The competition is worse than it was ten years ago. Besides trying to get full autonomy, we are looking at three major initiatives at IIMA: (i) revamping facilities like dorms etc. to bring them up to international standards without destroying the heritage; (ii) funds for supporting needy



students' education; (iii) research and case writing

Excerpt from address by Dean (A&ER):

With a turnout of 70, this is as good as a Silver Jubilee Reunion and shows the bond you have with the Institute we appreciate it. The concluding function of the Golden Jubilee Celebrations has made us realise that the alumni connect has gone to the next level. We now need everyone to register.

We are not looking for just financial resources, but intellectual capital as well; access to your organizations is important. Electives being offered are put up on the alumni notice board; please see if there is a gap that can be filled. Further, seven of the PGP batch of '69 came together and generated 90 lakhs; they would like to support five PGP students from economically, socially or handicapped backgrounds. Alumni will also be informed where the money received during the year has been spent.



Jawaja Project of Ravi Matthai

Prof. T.V. Rao

Jawaja started as a project in Educational Innovations in Rajasthan and not a Rural Development Project. Eventually, it got to be known as a Rural Development Project and Ravi Matthai did not object to it as the “Rural Development Group” at IIMA started taking interest in it four years after the project was initiated and they worked closely with Ravi. In my view it still is an Education project and it makes a lot of difference how you view it. I give below a little bit of history to put things in the right perspective before the memory is lost.

After Ravi stepped down as Director, he was interested in persuing professionalisation of Management to Education sector. I was recruited to work in this sector. The Education Systems Unit was formed at IIMA in 1973 with Ravi Matthai, Udai Pareek and T. V. Rao as members and Udai Pareek as coordinator. Ravi and Udai had their own ideas of Professionalising management of education. I thought they meant to make education systems more relevant, innovative, define their goals properly and achieve them well with the involvement of all faculty and perhaps using the lessons from managing IIMA which by then was a great success story.

The team of the three of us deliberated for a few months about the work we should be doing in Education and identified the following priorities:

1. To work with a University and explore professionalising the Management of the University
2. To work with a college, a school or other educational institutions
3. To work with a state department of Education and initiate innovations.

For the Universities, we were asked by the then newly formed Gujarat Agricultural University (V.R. Mehta Vice Chancellor invited us) to help them to study their decision making systems and organizational structure and suggest mechanisms to make it more integrated. GAU was formed with

merging of three campuses and each campus had a Director and there were many issues of integration. The work went on for nearly two years and some small experiments were done and this was followed

by MPKV Agricultural University in Maharashtra. The MPKV project was done by Udai, Ravi, SP Agarwal and Ranjit Gupta. The details of our work in both the Universities are given in the book Management Processes in Universities by Ravi Matthai, Udai Pareek and T.V. Rao (Oxford & IBH).

For colleges, we did some work with St. Xavier's college in preparing them for autonomy, which they did not get until many years later and the project had to be dropped after some initial work. We also organised a program on Institution Building in Education and research attended by Kamla, Yash Pal, Alag, Nayudamma, Ishwar, Dharni Sinha and many others. The book is published by AIMA. We also started a program for Heads of Institutions on “Managing Change in Higher Education”. Ravi was also helping NCL, Pune and NID at this time. We did a self- renewal workshop for Sanawar School and also shared with the Indian Public Schools Association. Shomie Das actively promoted this work.

It was the third type of work that lead to Jawaja project years later. We were looking for people from any state government to invite us to undertake this work. The three of us were invited in 1974 to attend a meeting at the Asian Institute of Educational Planning and Administration (now known as NIEPA University, Ministry of HRD), New Delhi sponsored by UNESCO. The same



workshop was also being attended by Mrs. Chitra Naik then Director of Education in Maharashtra and Anil Bordia Joint Secretary Education, Ministry of Education, New Delhi. Ravi and Udai knew all these people and expressed their desire to work with a State department. We had a meeting with J. P. Naik, Anil Bordia, Chitra Naik and the three of us discussed the plan of action. The meeting took place in Connaught place in Nirula Restaurant over lunch, as we had to go out from the seminar for the discussions. During the meeting, Mrs. Naik offered Maharashtra as a place for our work. We did not know what exactly we wanted to do but merely said that we would like to assist in professionalising management through some innovations. It was during this lunch that Anil Bordia suggested Rajasthan is a right place for our work. There was already a High Power Committee in education with the Minister of Education as the Chairman and they had already submitted a report of educational reforms in Rajasthan and there was a lot of scope for innovations in Rajasthan. He suggested that he could get the Government of Rajasthan to extend all support and if we could study it and help them implement, it would meet ours and the State department's objective. J P Naik (member Secretary, ICSSR) offered to support it as a Research Project. The meeting ended with the agreement that the work would be done in Rajasthan and the task would be to help the

government of Rajasthan to implement the High Power committee report and the project would be called as “educational Innovations in Rajasthan.” A steering Committee was also formed with Ravi, Udai, T.V. Rao, J.P. Naik, Chitra Naik, Anil Bordia, Inderjit Khanna (Director Education) at that time to keep meeting once in a while and review the progress.

A sum of Rupees 50,000 was sanctioned by ICSSR to the project “Educational Innovations in Rajasthan” to meet the travel and living expenses of the Education Systems Unit from IIMA with Ravi Matthai as the Project Director.

We all met again in Delhi first and then in Jaipur to begin the work. The High power committee identified many issues which are still issues: these included low school enrolment and high drop outs, poor enrolment of girls, location and upgradation of schools, teacher transfers and transfer policies, quality of teachers and teaching, supervision and guidance to schools by educational administrators etc. After studying the report, we identified the school drop outs and quality of education as a major area. The three of us chose the Ajmer and Jaipur districts of Rajasthan to understand the situation. We interviewed the top level Administrators and also visited many schools and villages. We concluded that the educational administrators had little time to guide the teachers as they were mostly busy in administration, particularly teacher transfers and appointments, and rarely visited the schools to see what was happening. We also discovered that the schools were not seen as places of relevance and villagers questioned the kind of education given to the children. In fact, they said that school education the way it was being given was responsible for the unemployment as their wards who went to school stopped working in the farms and also could not get any jobs. We concluded that if school enrolment had to be improved as desired by the high power committee, education and especially what was being taught had to be made more relevant.

We worked out a three-pronged strategy to help high power committee recommendations





implemented. First, was to release the administrative burden of the Educational administrators by forming right policies and the use of Technology. Prof. T.P. Rama Rao and I worked on developing a computer model for teacher transfers and also for location of schools. The Dharampur Project experience came in handy for location of schools. The Minister of Education Rajasthan even visited IIMA to see the Dharampur model and understand how teacher transfers through computers can ease the administrative burden. Of course, the government may not have been convinced as perhaps using computerised (MIS) for teacher transfers is not desirable as it means losing control over teacher transfers. We, in fact, explained that every teacher transfer is accompanied by three to four unnecessary transfers due to limited and faulty MIS. This remained only as an experience and the reports are still available in IIMA of the two projects.

We had set out to study three districts of Rajasthan but we got a clear picture after a tour of Ajmer district and Jaipur City. We did not even get to tour the other districts.

Ravi said that education has become irrelevant for the villagers. It has to be made more relevant and our work should be to demonstrate how to make education more relevant to people in rural areas. It is this issue that has led to a series of other questions. Ravi also felt that to make it relevant we have to identify local resources and create value addition in ways that the people can experience the same. It has to be done by and through the education department. We felt that this cannot be

done by mere recommendations to the government as they already have plenty of them but through demonstration. We should demonstrate to them how to identify local resources, how to add value and how to make education linked to economic activity. Ajmer was chosen to demonstrate this. I still remember Ravi making a comment: We will demonstrate this in Ajmer District in six months and extend it to the remaining three districts in three years and leave it for the Government to extend it to the rest of the state. I was too young to have any views on this plan. It was an experience to work with Ravi and I used to hear him and watch with admiration what he was trying to do.

After touring around Ajmer district, we chose the Jawaja block for the following reasons: it is backward and at the same time had some resources like agriculture (tomatoes used to be sold at Rs 2.5 a basket of some 5 to 10 kgs), sheep, tendu leaves etc. which were amenable for economic activity. Local occupations like weaving, leather work are based on traditional methods and are amenable for modernisation. These and other details are documented in some of the case studies (See the case study on Educational Innovations for Rural development by T V Rao) and the book on “The Rural University” by Ravi Matthai. When we presented our ideas to the ICSSR Committee in the District Collector's office in Ajmer (R.S. Kumat was the District Collector), the committee including Anil Bordia were not convinced but said that Ravi and team should go ahead and do whatever they felt right but this may not help the High power committee much. Ravi argued that there is no easy solution to implement the committee report unless the basic issues are settled. I think it is at this time the ICSSR committee started losing their interest except J. P. Naik who worked all his life on education issues. I remember JP visiting IIMA a few years later and my taking him out to Vishala for a dinner and having a long chat on these issues.

We were set out to use Jawaja as an experimental Block to demonstrate how education (primary and basic) can be made relevant to masses. We tried many experiments including forming farmers’

cooperative in Agriculture Produce, Dairy, Beedi making with tendu leaves, teaching new weaving skills to a group of defunct weavers form cooperative society in Beawar Khas, and training a group of leather workers in leather processing using modern methods and making new types of products etc. In all these experiments, the Education Department including the teachers and Deputy Education Inspector of Schools from Beawar used to accompany us. Many workshops were conducted to motivate school teachers to participate in the economic activity mobilisation and curriculum development. For example, a number of them participated in conducting night classes in villages for mobilising farmers producing tomatoes to form a Society and sell their produce directly to City markets. Of all these, what stayed on was only skill building of a group of weavers and leather workers. These are the products which get even today exhibited by AAJ (Artisans Alliance, Jawaja).

Ravi suffered a heart attack during one of the exhibitions of the Jawaja products in Mumbai. Subsequently, the need for developing the marketing skills of the NID developed artisans to market their products, teaching them accounting, managing their accounts helping them take loans from banks, working out repayment schedules, etc. became main tasks. Both Udai and I dropped out from active involvement of the project and Tushar



Moulik and Ranjit Gupta started participating actively in it and working with AAJ. Finally, only Ranjit stayed and from NID it was Ashok Chatterjee who continued his involvement in Jawaja passionately. I think Jawaja is experiment. It is an experience worth going over again and again to learn lessons. Years

later, Anil Bordia after retiring from civil service started a project called Lok Jumbish trying to mass replicate some of the aspects of what Ravi Experimented.

I have personally learnt many lessons from this. Many may not know that Ravi was Chairman of SWRC Tilonia which was being managed by Bunker and Aruna Roy at that time. We visited them in 1975 and it is their continued effort and continued presence that has lead to the current status. Jawaja did not have any presence of its people like Tilonia had Bunker and Aruna. It is because Jawaja was not an experiment in rural development but an experiment in Educational Innovations and solving educational issues by making education more relevant to masses using local resources. Recently, even Inderjit Khanna tried out with the help of Mittal Foundation to do similar things with college students. I understand that it could not be extended the way it was planned. This is because we live in a complex world. We need to learn a lot. Experiments should not be treated as successes or failures merely on the basis of some prejudged outcomes expected and the learning should in any case be not undermined. Jawaja produced many people who learnt a lot from it and are helping others. Mehmood Khan, Brian Pinto, Subramnaim (MIDS), Arvind Khare, and several others associated with Jawaja have contributed in their own ways to the society from their earnings. NID continues to get involved in the same.

Perhaps, if Ravi was set out to do rural development he would have done it definitely in a different way. He was struggling to give a new meaning to education for masses and for the poorest of the poor and make education more relevant through economic activity. He did not have much of an idea when he set out as to what it means to make education more relevant to masses. For that matter even those like me who were born and brought up in rural areas and even the government does not have much of an idea of how to design and manage education to make it more relevant to masses and how to create economic activity at local level.

There are only experiments and thoughts. If any government or any NGO or any agency had a workable solution to this issue, they would have done it long ago. There are experiments and experiments and no comprehensive and quick solutions to this issue.

The concept of self-reliance was at the heart of the Jawaja experiment: education that could help those whose lives are directed by others to take greater charge and make choices, and then realize at least some of the choices they make --- and do this without even greater dependence on others. The article "The Rural University" written by Ravi at that time explains the education system he had in mind very succinctly. This article was circulated by many Vice Chancellors in those days to their entire faculty. The fact that there was no one based in Jawaja unlike Tilonia was deliberate, and the fact that the artisans managed for many years without IIMA and NID support is also significant --- self-reliance, genuinely. The fact that those Ravi chose to work with were at the very bottom of a highly discriminatory social structure is noteworthy. Jawaja experiment had a lot of influence on so many others --- the 'bottom of the pyramid' thinking is said to have begun with Jawaja. Vijay Mahajan was deeply influenced by Jawaja experiment in starting and managing Pradan. The project learning had a ripple effect beyond the IIMA family into so many institutions that have altered the course of development thinking in the country including Pradan, Utthan, NID and many others including the Crafts Council of India and so many others through the demonstration as well as 'Jawaja alumni'.



As Ashok Chatterjee former Director NID puts it: "the impact on NID was profound, influencing the way design education has been structured ever since. Ravi's involvement with NID is another whole story. It might not have existed today but for him, and his contribution is scarcely remembered beyond the Jawaja connection. In Jawaja, he gave NID a chance to test the relevance of design at the gut level of Indian poverty --- the single most important demonstration ever, to date. The demonstration came at a time of institutional crisis where the self-worth of an institution was at stake. And that of course was one of the intentions of the Rural University idea: to test the relevance of new disciplines emerging in the country and of young professionals from management and design to serve India's most basic needs of livelihood and dignity".

*Pics by Vinisha Halli and Rural Univ
Advisory Board (RUAB)*

"The Rural University Advisory Board (RUAB), constituted in 2010 by IIMA, and two groups of PGP/FPM students, have supported AAJ artisans to improve their sales. In the current year, the artisans will develop a web based marketing strategy, and skills, that will enable them to increase direct sales, so that they can retain higher margins. A professional designer, Vinisha Halli, will help with making the brochures and setting up the website, in association with NID graduate Jayant Bhojia, and IIMA alumnus, Aparna Bhatnagar. Some young girls and boys from artisan families have taken computer training through IIMA support, to benefit AAJ as well as improve employable skills of these young persons."

Smita Premchander (PGP - 82), RUAB member.

Ten Percent Nation

India imposes itself on the consciousness, like no other place. On the flight home after every visit, I am left reflecting on things I saw, people I met, what I heard or read about and how much or how little things have changed since my last visit. My most recent trip was easily the most disturbing and depressing by a long margin. It is good to see the economy boom and prosperity flow to the people, I am however getting concerned at the rapid slide towards India becoming a 'Ten Percent Nation.'

I do not mean "ten percent" in the sense of the growth rate India aspires to. Neither to the bribes that increasingly need to be paid to get anything done nor to the incessant clamour to reserve everything for every community and thereby elude the merit trap. Rather a peculiar phenomenon you witness everywhere you look is that of a small minority of people, organizations or systems that are truly world class amidst a vast ocean mired in abject mediocrity.

(The rest of the text can be found on the blog <http://milindthemuse.blogspot.com/>)

Milind Yedkar (PGP-86)



My Memorable Day with Dev Anand

It was 1974 April (I was with MFL Madras) when I was attending the one-week Management Development Program conducted by IIM Calcutta at Darjeeling; on Marketing Research & MIS that I casually met Dev Anand at the lawns of Hotel Oberoi. He was relaxing, reading a newspaper sun-bathing. Our session was to start at 11 am and the expected faculty could not turn up, as the flight from Calcutta was cancelled. The coordinator was agitated and contemplated cancelling the sessions.



Meanwhile, I took courage and walked up to the actor and had an interesting half-hour talk on the film world and marketing aspects in the film industry, including viewers' expectations etc. Dev was nostalgic about Madras – the idli, wada, coffee, beach and melodious music and home of MS. I told him that we were here for the programme and dared to request him to engage us by handling a session on Marketing Research and MIS in the film Industry and be our "guide." After some initial hesitation, he got excited on the idea and agreed to the challenge. He wanted me give him a few general tips about the topic and sought some clarifications, to get himself adequately prepared for his hour-long talk. He also jotted down the few points that I gave him. I rushed to inform the coordinator, who was relieved.

The talk that Dev Anand gave for over two hours, with Q&A, covering concepts and live cases from the film industry, was interesting, relevant and indeed amazing. In the end, we took a group photo with him. It was indeed a memorable encounter which happened some 40 years ago of the evergreen hero of the film world. May his soul rest in peace.

*Dr H. K. Lakshman Rao
(MDPs 1971 / 1980 – 94)*

"We are open for collaboration with Omani institutions"

Samir K Barua, the Director of one of India's top-ranked management schools, IIM Ahmedabad, who is also on the board of several large Indian public sector companies, was recently on a visit to the sultanate. In an exclusive interview to Muscat Daily, he speaks about IIMA's plans to set up a campus in the Gulf region, joint venture possibilities between Oman and India and development of capital markets:

What kind of collaboration is possible between Indian institutions, like Indian Institutes of Technology (IITs) and IIMs, and Oman in the field of professional education, consulting and research?

The Government of India permitted IITs and IIMs to set up campuses outside the country in 2010, and since then we have been proactively seeking opportunities outside India. We would certainly look at the Gulf region to set up an IIM campus in the future. We have had some kind of association with Oman, but on a limited scale. Oman would definitely be considered for setting up a campus in the region.

IIM graduates have been working in Oman for a long time and contributing to the economy. At present, IIM-Ahmedabad alone has about 50 alumni in Oman and if you consider all the six IIMs, then the number could be three times more.

We are open to collaboration with academic and research institutions in Oman. We would be very open to collaboration of any nature which has the objective of professionalising education in Oman.

Has there been a recent trend of IIM students joining Gulf firms, especially after the global financial crisis that has affected job prospects in the West?

There was a spurt during 2009 and 2010 of graduates from IIMs taking jobs in Gulf countries. But in 2011 the numbers were back to



pre- 2009 levels and part of the reason is that the Gulf region was also hit by the global slowdown and hiring dropped to an extent.

However, my sense is that the Gulf region will see a larger influx of IIM and IIT graduates in the next three-four years. This is because we have larger batches at all IIMs and IITs now and Western economies are also on the decline and are not likely to recover for at least another three-four years. I think Gulf economies are robust where placements are likely to happen.

Ten years ago the desire among most IIM and IIT students was to work in Western countries. But that perception has changed dramatically in the last few years. And part of the reason is the changing global dynamics. Gulf economies and other Asian economies are becoming more important and dominant; therefore people are willing to look at these regions for personal growth and opportunities to settle down.

What are the best available investment opportunities in India for NRIs based in the Gulf region?

Non-resident Indians need to believe that despite short-term hiccups, the Indian economy will perform well in the long run. The best option for NRI exposure to the Indian capital market is

index funds. Index funds typically reflect the economic performance of a country and do not require monitoring on a daily basis.

This is really a good time to take exposure in India markets by investing in index funds as valuations are quite attractive. Property investments are another avenue from a longer-term perspective.

What do you think needs to be done by economies like Oman to develop vibrant capital markets?

I believe that even if the Oman government does not need to borrow money, they should still raise money through bonds, because government bonds are necessary to establish a bond market and set a benchmark for returns.

I am sure if the Oman government issues bonds they will get a AAA rating and will be noticed globally. A bond market is something that the government needs to establish to give a fillip to the capital market.

Another step could involve the public listing of large government companies, even if the government does not need to partner anyone else for equity. Listings by public sector companies could really boost the capital market as well as the economy.

Oman and India have set up some joint ventures. What is the scope for further collaboration between public sector companies of the two countries?

There is huge scope for collaboration between government companies of both countries in the

petroleum sector. Companies should look to set up more facilities like refineries and petrochemical plants either in India or in Oman. I think we need to look at which markets we need to cater to. If both sides want to cater to the Indian market then it is better to set up joint venture (JV) facilities in India. Or if they are eyeing markets other than India, then Oman is the better choice.

With the government of Oman playing a facilitating role, I think Indian companies would be very keen to set up facilities in Oman. I think setting up JV facilities in Oman would be more beneficial for doing business in the region.

What is your view on Gulf economies in the coming years?

One thing is very clear: How the global economy recovers will, to some extent, determine what kind of situation prevails in the Gulf region, because the Gulf depends on revenues from oil and gas. The interesting thing is that despite a major downturn in the global economy crude oil prices have not declined as expected and are still hovering above US\$100 per barrel. So my own forecast is that any signs of global recovery would result in rise in commodity prices, particularly of oil and gas. So the Gulf region would be directly benefited from higher oil and gas prices.

The global recovery is almost round the corner and in another one or one and a half years we should see major recoveries taking place in the economies, and therefore the Gulf region should do pretty well in the next three to four years.

(Muscat Daily, 6th April, 2012)

"The most important persuasion tool you have in your entire arsenal is integrity."

-Zig Ziglar

TAPPING THE ALUMNI POTENTIAL

An interview with Prof Atanu Ghosh

What is the specific purpose of your visit to Oman?

We are looking to revive our alumni relations and activities at various chapters. Today we have got 17 alumni chapters in several countries including the US, the UK, Singapore, Oman, and the UAE. We had a year-long grand celebration of our golden jubilee which concluded in December 2011. And it was the occasion when we decided to reach out to the alumni in order to interact with them, respond to their queries and make them contribute both intellectually and financially to their alma mater.

How are you going to utilise the skills and expertise of your alumni for the institute?

IIMA has got a large number of its former students working as CEOs all over the world. According to a recent survey by a business magazine, a whopping 62 per cent of CEOs of professionally managed companies in India are from IIMA. The alumni can play an active role in the progress of the institute in multiple ways. Those who are keen to teach can spend some hours with us to take guest lectures and those who are academically inclined can take even full courses. In addition, as most of them are managing companies, they can assist in writing various case studies which IIMA employs to teach its students to face the challenges of management and leadership. These days the cases get obsolete very soon because the environment is changing and information is flowing so fast. Therefore, we need to constantly recharge and renew the cases and get new cases.

IIMA has signed MoUs for academic cooperation with various international business schools. IIM-Indore is planning to join other IIMs in offering prestigious

management programmes in the Gulf. Do you have any plan to foray into the region?

In 2010, the Government of India permitted IITs and IIMs to set up branches in all cities in India and campuses outside the country, and



since these institutes were proactively seeking opportunities outside India. Till 2010 we were not allowed to set up our own campuses abroad. However, we had signed MoUs with 70 business schools internationally for academic tie-up. As per these MoUs, we exchange students for three months with various schools in the US, Europe, Australia and China.

In addition, IIMA has a double-degree programme agreement with ESSEC, France and University of Bocconi, Italy. As per this agreement, our second year students can spend a term in France or Italy while the students from these schools are permitted to complete their 2nd year courses at IIMA, and they get degrees from both the institutes.

Another way of cooperation is to send out our PhD students abroad so that they complete the course partly from here and partly from there and complete the research work under joint supervision to get their Fellow Programme in Management (FPM), which is equivalent to PhD, from both the schools. Apart from the exchange of students, we also do have some exchange of

faculty for short terms. We are facing a faculty crunch. Since 1982, when I passed out from IIMA, the number of students has risen 150-200% per cent while the number of the faculty has seen a marginal increase of below 15 per cent. That is also the reason why we are not venturing out to build campuses abroad. We would certainly look at the Gulf region to set up an IIMA campus in the future.

How important is research at IIMA? Are IIMs and IITs at a level playing field vis-a-vis their counterparts in the West, when it comes to research?

IIMA has made its mark for its Post Graduate Programme (PGP), which is equivalent to MBA, and also for our students' placement as reflected in the successful careers of our alumni. We consider case research as an important area. We try to capture something happening in an organisation or industry and try to build these cases, for taking them to class rooms for discussion and analyses. IIMA has always taken the lead for case research and case studies. We are able to make an impact, when we try to study what is going on in an industry or an organisation and disseminate it through publication & make it available for learning in the classroom. We don't really want to push someone to one corner. Some are absolutely interested in research while some are interested in doing consulting with organisations whereas some others are doing excellent teaching & training jobs. However, we think that now the time has come for creating some sort of balance between all these.

However, some of the IITs are doing research, some of which is almost cutting edge and comparable to anywhere in the world. But in terms of number that would not be on par with research-driven institutes in the West. It depends

on a lot of other factors such as the number of researchers available, facilities and funding.

It is said that failures in management education are partly to blame for the global economic crisis. How does management education require evolving after the crisis?

Business education is at a major crossroads. Though MBA graduates from top-tier schools have set the standard for cutting-edge business knowledge and skills for decades, now the business world has changed. Recently Professor Srikant M Datar, an IIMA alumnus who was the Sr. Associate Dean for 10 years and is Arthur Lowes Dickinson Professor at Harvard Business School, co-authored a book titled 'Rethinking the MBA: Management Education at a crossroads'. The book, questioning the conventional business education, examines the importance of synthesising 'knowing', 'doing' and 'being' in education. The book says knowing or acquiring knowledge which happens in the class room must be coupled with its practical application. The third one, being, is related to realising what one wants to be and what should be the purpose of one's life.

Recently Professor Srikant did four workshops in association with IIMA and IIMC together to spread this message to other business schools. In IIMA, we keep reviewing our programmes and introducing some of these elements. Similarly we have summer internship when students get an opportunity to apply their theoretical knowledge into practice. We have also introduced courses such as business ethics as part of our programme. MBA programmes need to give the students the heightened cultural awareness and global perspectives they need.

(Oman Economic Review, April 21, 2012)

50 NOT OUT

Vijay Santhanam (PGP 1986-88)

In the context of the times we live in—where we have been witnessing scam after scam, the Parliament recently did not work for an entire session, an ex-Cabinet minister is in jail facing serious charges of corruption, the Central Vigilance Commissioner has been sacked by the Supreme Court, there are allegations against the ex-Chief Justice, even the army has not been left untainted, virtually every Indian institution has been under the scanner—it is heartening to see us celebrating the golden jubilee of the Indian Institute of Management, Ahmedabad, an institution all Indians are proud of. Everyone knows that the PM watched the India-Pakistan semi-final of the World Cup on March 30 (along with his Pakistani counterpart) in Mohali; a fraction of the country knows that, very appropriately, he presided over the institute's convocation on March 26 (sharing the stage with the CM of Gujarat) in Ahmedabad.

I joined IIMA in 1986; i.e. at the 'half-life' of the Institute so far. I have, due to this timing, been fortunate enough to have been taught by legends and also have had the pleasure of working with many junior alumni as a manager. IIMA was based on the Harvard method of learning, via case studies. I distinctly remember my first 'Management Accountancy' class—a case study on 'Smoky Valley Café' in which I had come



prepared with the P&L and a balance sheet. I may add that as an engineering graduate (and science student in school), I had never learnt accountancy. Yet, I had read and digested the theoretical aspects on my own before the class and had to attempt the case. From then till I graduated in 1988, I knew one thing for sure: before IIMA (and I dare say post IIMA, in my career too), I had been able to 'wing it' sometimes, but never in IIMA. I learnt the importance of rigour. Even to enter the institute is very tough as (on last count) only one of 623 people who apply to join IIMA, go through; rigour is further harnessed during the course.

An Institute's greatness can be gauged by various parameters, including 'ranking;' what most Indians are comfortable with. I choose another parameter – what kind of people has IIMA produced – the 'output' factor. I could have listed the most famous alumni, for example, Raghuram

Rajan, my senior by one year, an honorary Economic adviser to the PM, and previously chief economist of the International Monetary Fund, among other things. Instead, I thought that it would be more interesting and insightful to see what my batchmates are doing. Senior executives in prestigious Indian and global corporations, professors in reputed institutes, a joint secretary in the finance ministry, several consultants, many successful entrepreneurs (including the founders of Educomp) and some who have taken early retirement from corporate life to spend their time and energy on social work or writing. Not a bad bunch, I would say!

Enough of the past, need to move on to the future. Just like an Indian cricket fan who is never satisfied with a Sachin Tendulkar fifty, the golden jubilee of IIMA is just a good start. It is good to see progress – an expanded campus in Ahmedabad and plans for an international campus (in Singapore or Dubai), greater autonomy, an electronic entrance test, courses designed for the times (eg. IIMA is starting a course on 'Sports Management') and at the same time maintaining the rigour. However, much is needed for it to become even better in the second fifty years. One aspect was correctly pointed out in the FE editorial of March 26 – research and creating new management theories. In the Financial Times list of Top 100 B-school, IIMA was ranked 11th overall, but in research it was

ranked a poor 92. It was all very well to learn, digest and apply the theories of Peter Drucker and Philip Kotler in the first fifty years; but it is now time for IIMA to create new theories for the world to learn from.

I had a fascinating conversation recently with a friend and an IIMA batchmate (now a tenured Stanford marketing professor) on the kind of work he has been doing in the area of consumer research. Frankly, I left thinking that perhaps we (in Indian institutions) are still in a state of inertia and thanks to this Newton's first law of motion, we are still seemingly good. Another friend, at that same reunion dinner, bemoaned that many of the case studies are dated and fresh insights are not coming in.

Many believe that the 21st century is going to be that of India and China. China has had an early lead in some areas, including economic liberalisation. But we also have areas we have had an early lead; formal, post-graduate management education is one such. It is up to us to keep that lead and, in fact, extend it. No other institute has a better heritage and fundamentals in place than IIMA to lead further.

The onus is on us.

*(The writer is also co-author of
"If Cricket Is a Religion, Sachin Is God")
Financial Express*

*"They don't care how much you know until they know how much you care."
-Theodore Roosevelt*

My Life My Choice

K. Rajeshwari (PGP 1992-94)

What is my “ideal” job? Which career would suit me perfectly? Around mid-life, many of us are faced with the question: is this the career that I would like to pursue for the rest of my life or are there alternatives that I would like to experiment with?

The experiment itself maybe an expensive proposition (if you are the only breadwinner in your family) but that still does not deter some from taking the plunge in an area that feels close to their hearts. This book deals with ten such people who have moved out of the cocoon of stable, lucrative first careers and tried something completely new and different around their mid-lives. It outlines the triggers, barriers and implementation mechanics involved in arriving at such a decision.

The alternative career choices discussed here range from joining politics or taking up teaching to joining a NGO, starting an entrepreneurship venture or even getting back to one's own childhood interest. These are full-time career choices and not part-time pursuits. And are actively considered after one has met one's initial set of professional goals. The shift may be done for various reasons, including stagnant learning (boredom at work is yet another reality that the current working class has to deal with) or having

a “larger than life social calling” or “wanting to impact young minds” or even wanting to pursue one's childhood passion. In some cases, it is also because of family

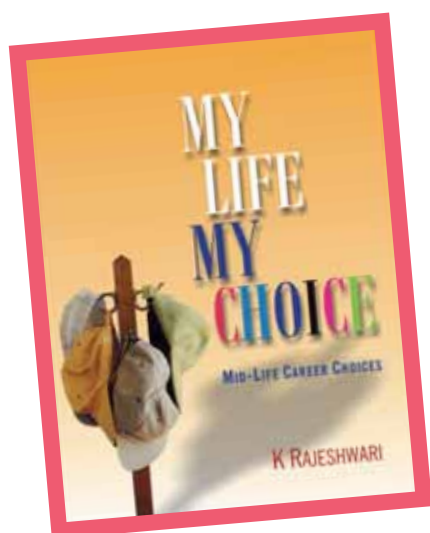


circumstances that one has to re-look at one's career. And by giving a flavour of the different options that people take up, I hope readers will get a perspective of what these entail both, in terms of the new career understanding and that of self-understanding. (This is more critical, so you get a feel of whether you are suited for those options.) The book is not comprehensive on the range of issues covered; in fact every chapter has the potential to become a separate book. But I have touched upon aspects that I believe may be some of the most important ones; thereby leaving the readers to ponder upon the rest.

Middle age is the time when we re-set the agenda for the rest of our lives; and work defines a large part of our agenda in terms of who we are. So we cannot have a fulfilling life if we feel that we do not have a fulfilling career. Hope this book inspires you to take that first step....

Rajeshwari is currently a Professor and Head of Department, Marketing and Retail Varsity at the Chennai Business School. She has previously worked with Nippon Paints, Seagram India, Hindustan Lever, Cavinkare and Novatium Solutions.

(To buy the book in India log onto www.flipkart.com or www.macmillanindia.com To buy it outside India, send a mail to mkkalsi@ubspd.com with the ISBN No. 97802 3033 2607.)



Macmillan Publishers;
146 pages; Rs. 345/-

Reflections on Leadership and Poverty

Thanu Ramaswamy (PGP-66)

This short, pleasant, crisp, lucid, and imaginative booklet needs to be studied in depth by everyone concerned with mankind's plight in today's world. (It is absorbing in) its underlying mission of humanism in every walk of life; political, business, even economic.



What impressed most was not the economics or the MBA knowledge of the author, but his concern for the less fortunate in society which must have stemmed from his deep sense of spirituality.

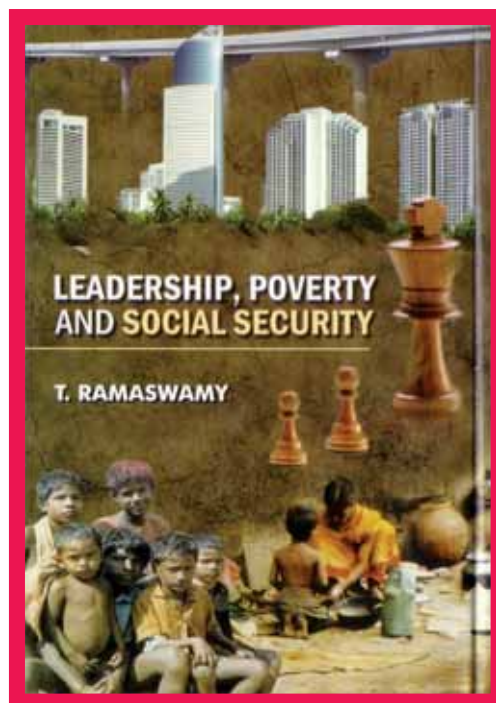
Neither the western economic teaching nor the curse of business administration courses would have given him this insight into the all pervading abject poverty that is threatening to destroy mankind - both rich and the poor.

Unfortunately, our educational system teaches all the wrong ideas to students. Big business follows the corporate philosophy of Bernard Mandeville and his student Adam Smith, while the scientific community (technology included) follows the wrong teaching of Darwin's theory of struggle for existence. Incidentally, Darwin was also a student of Mandeville. Both these gurus goad us to struggle for existence at the cost of others, while the real science and economics should follow cooperation as the basis for mankind's growth. Both streams of learning destroyed the spiritual wisdom that was at the core of the educational system in India up until the time James Babbington Macaulay introduced "English" education to prepare a few Indians who are "Indians in colour and blood but British in thinking, morals, ethics and action."

Ramaswamy believes that "small is beautiful" and says that hunger in India has reached its highest level with rural economics on the verge of collapse the cost of liberalisation has been great....India opted for mega things, not bothering about Gandhi's warning about the fallacy of that policy. If we had followed the cottage industry pattern, we would not have had farmers' suicides in such large numbers.

- Dr B M Hegde, *The New Indian Express*

Thanu Ramaswamy did his Honours in Economics from University of Kerala. His experience embraces research, administration and management. He has worked with the RBI, Planning Commission, Ford Foundation, a major PSU and later as a management consultant. He has published two books, 'Public Enterprises in India – Objectives and Performance' and 'Confucius in Blunder land;' besides papers in leading journals and has made presentations at various conventions.



Aavishkar Publishers, 110 pages; Rs. 395/-

Habbit of Winning

PRAKASH IYER (PGP-86)

“When you are down, think like a boxer: if you are knocked down, you need to get up in ten seconds or less. One second more and it's all over”

Do you feel like throwing in the towel, but want to be a great leader? Would you like to build an organization? Do you want your child to be the best she can be? If you answered yes to any of these questions, *The Habit of Winning* is the book for you. It is a book that will change the way you think, work and live, with stories about self-belief and perseverance, leadership and teamwork stories that will ignite a new passion and a renewed sense of purpose in your mind.

The stories in *The Habit of Winning* range from cola wars to cricketing heroes, from Michelle Obama's management techniques to Mahatma Gandhi's generosity. There are life lessons from frogs and rabbits, sharks and butterflies, kites and balloons. Together, they create a heady mix that will make the winner inside you emerge and grow.

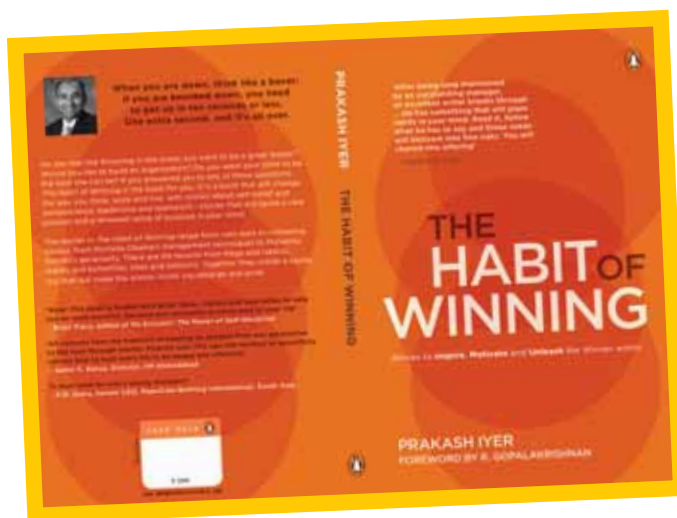
About the Author:

In a corporate career spanning twenty-five years, Prakash Iyer has worked with teams selling everything from soaps and colas, to watches, yellow pages and diapers. He is

“After being long imprisoned by a manager, an outstanding writer breaks through....he has something that will plant seeds in your mind. Read it, follow what he has to say and those seeds will blossom into fine oaks. You will cherish this offering.” Harsha Bhogle



currently the managing director of Kimberly Clark Lever. Passionate about people and cricket, Prakash is also a trained executive and business coach. He is married to Savitha, who teaches underprivileged kids. They have twin children, Shruti and Abhishek.



Penguin Publishers; 248 pages; Rs. 299/-.

(The book can be bought on Flipkart Indiaplaza etc. at a discount of approx 30%. It has also been translated into five Indian languages and there is a Braille version in the works. An audiobook is also available.

The link for Flipkart is <http://iima-blr.us2.list-manage1.com/track/click?u=aa27bf187ac7c85e88d412d35&id=9f515d596e&e=cfaa78bdb7>.)

Bali and the Ocean of Milk

Nilanjan P. Choudhury (PGP 1996-98)

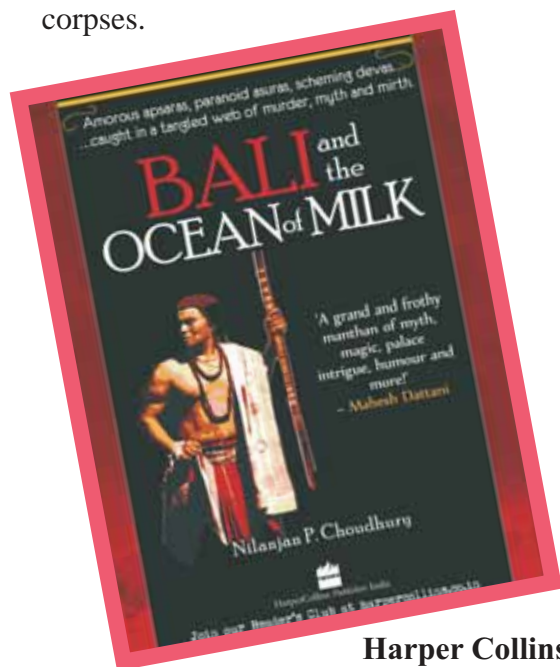
Saucy apsaras, paranoid asuras, scheming devas.... Caught in a tangled web of murder, myth and mirth....

Something is rotten in the state of Amravati...

A mysterious ailment afflicts Indrah, reducing the omnipotent king of the Gods to well, not quite the man he used to be. To add to his woes, the Holy Trinity threaten to fire him for dereliction of duty. But Indrah's troubles wilt in comparison to those of his asura counterpart, Bali, ruler of Tripura. Even as Indrah sits fretting over his delicate health, an assassination attempt on Bali leaves the asura on the brink of death.

There is only one thing that can save both these men from certain doom: amrit, the mythical nectar. But to secure it, the gods and the asuras will have to cooperate and churn the Ocean of Milk together... Will Indrah and Bali be able to set aside their ancient enmity or will old rivalries keep them from pulling off this epic feat?

Bali and the Ocean of Milk re-imagines the eternal conflict between the Gods and the asuras in a wacky thriller littered with bad jokes and corpses.



**Harper Collins India;
320 pages; Rs. 199/-**

About the Author

Nilanjan Choudhary spent several years peddling highly overrated software to gullible corporates, until a mid-life crisis saw him joining an NGO that works in education. Before IIMA, he studied in IIT Kanpur and often wonders why he went through all that jazz. He lives in Bangalore with his wife, a daughter and a home loan.



(More information on flipkart and <http://www.facebook.com/nilanjanpc>.)

Feedback on the Book

"Choudhury tells a ripping good yarn, the fast-paced action given resonance by echoes of current moral, political and social issues, ranging from environmentalism to political corruption, the marginalisation of tribals and other minorities to the subjugatory status of women...."

– Jug Suraiya

"A grand and frothy 'manthan' of myth, magic, palace intrigue, Wodehouseian humour and more! Nilanjan Choudhury uses the entire palette of good story-telling – humour, conflict, sex, dramatic reversals and action sequences that should have Hollywood pounding at Choudhury's door. A modern-day Aristophanes!"

– Mahesh Dattani, Sahitya Akademi Award-winning playwright and film-maker

"A tongue-in-cheek story that spans time, mythology and politics. Quite a cocktail."

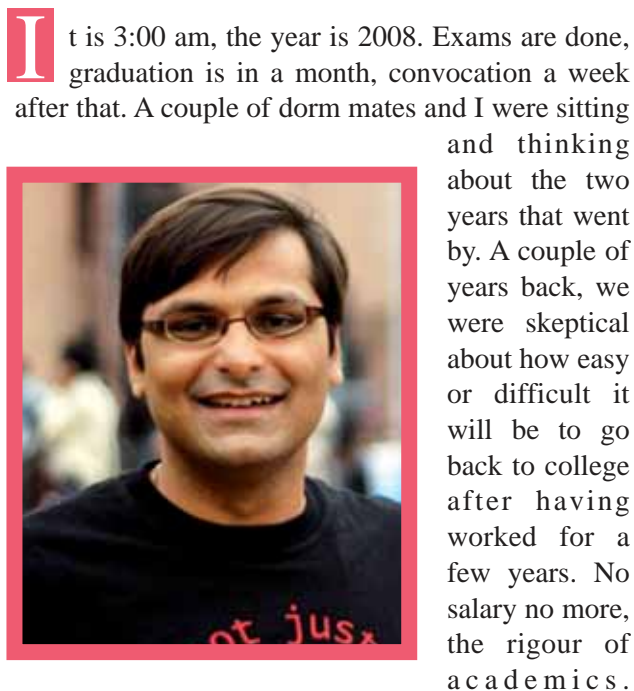
– Abhijit Bhaduri, bestselling novelist

"Mythology with a modern political twist, subversive and side-splittingly funny."

– C.K. Meena, author and columnist

'From Cubicles 2 Cabins: a survival guide to your first job'

Sanket Dantara (PGP-2008)



It is 3:00 am, the year is 2008. Exams are done, graduation is in a month, convocation a week after that. A couple of dorm mates and I were sitting and thinking about the two years that went by. A couple of years back, we were skeptical about how easy or difficult it will be to go back to college after having worked for a few years. No salary no more, the rigour of academics.

Were we up to it? Two years and a MBA degree later, we are discussing life after IIMA. Looking back at how we ended up at this juncture, how different would work life be with the new degree.

We concluded that “life is tough and people are stupid.” And this applies to each and every one of us, no matter how smart. In retrospect, we were absolutely naive during our first few work years. And yet luckily things worked out for us.

There are thousands of graduates from various universities all over the country, who join the workplace with all the relevant technical skills, but is that enough? What else does it take to thrive in a competitive business environment? To find the answers to this was born the first book of the Elf series 'From Cubicles 2 Cabins: a survival guide to your first job.'

You can get more information

about the book at <http://elfseries.wordpress.com/> or use the QR code below.



To read the book FAQs, visit
<http://elfseries.wordpress.com/c2c-faq/>

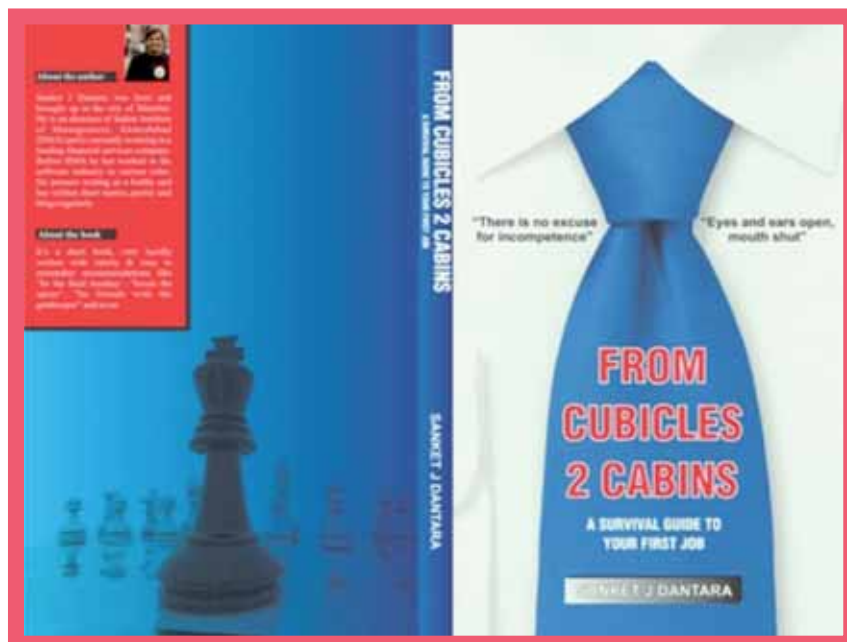
First set of reviews available at
<http://elfseries.wordpress.com/readers-voice/>

To download the author's articles published on *rediff.com* <http://elfseries.wordpress.com/c2c-freebies/>

Buy online at a discount -
<http://www.flipkart.com/books/9380349435>

(Sanket is a Senior manager - Corporate Strategy at Altisource Portfolio Solutions Sa (formerly Ocwen Solutions) and can be reached at elfseries@gmail.com.)

Srishti Publications; 88 pages; Rs. 100/-



The Quest of the Sparrows

Kartik Sharma(PGP 2011) / Ravi 'Nirmal' Sharma

A seemingly ordinary young man forced to become a guru takes a leap of faith and sets off with his followers on a taxing journey that changes their mindsets and lives forever.

Inspired by the carefree life of a sparrow, reluctant guru Partibhan takes off on a 600-kilometre expedition on foot to test his theory of practical spirituality. He believes that human beings can become powerful creators, but the desire to secure the future makes them mere survivors. However, survival isn't the only goal of life. A much bigger role, a higher calling awaits us. Will Guru

Partibhan and his disciples complete the journey? Will they discover their true potential and find everlasting joy?

The book looks at the importance of spirituality in

today's fast-paced world; a must-read for all those feeling burnt out and wondering about the 'higher purpose' of their lives. Written in a relatable manner, it is essentially the story of a young man who finds his calling in life.

Twists in the tale will keep the reader guessing till the end.

Kartik Sharma is an investment banker. He is also an alumnus of IIT Delhi. His ambition is to create change, to unlock the exceptional potential locked within each one of us and go for the next stage in evolution where 'it all starts making sense'.

Ravi 'Nirmal' Sharma is an Associate Creative Director (concepts and copy) with a reputed multinational agency. Making sense about the business of living is his passion. He believes each one of us is born with a unique talent which, if actuated, contributes to evolution.



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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,
June, 2012.

Revathi Srinivasan
Publisher, IIMA Alumnus

"Livelihood Augmentation in Rainfed Areas"

Astad Pastakia (FPM-96)

Astad Pastakia has authored a strategy handbook for the practitioner, *Livelihood Augmentation in Rainfed Areas*, brought out in four volumes. It was published by Ahmedabad-based NGO Development Support Center and supported by the European Union funded SCALE project through the Aga Khan Foundation. The book is co-authored by Sachin Oza, Director, DSC and has taken three and a half years of work by a dedicated team. A set has been gifted to the IIM library:

India's villages are not all dark and dismal. There are villages which have made a transition from very poor to pretty rich. Hirve Bazaar, a village in the rain-shadow area of Ahmednagar district of Maharashtra has some 50 millionaires. There are many others like Anna Hazare's Ralegan Siddhi and Enabavi, India's first organic village. Most of these villages were rainfed and suffered from a degraded environment. The formula for climbing out of poverty is not rocket science.

Currently, 400 million poor people live in 200 of the poorest districts in India. These are all rainfed areas. Imagine if all 200 districts could become modern Hivre Bazars, with bountiful farms, connectivity and lucrative jobs. It is not impossible to achieve.

In these four volumes, the authors, Astad Pastakia, Development Consultant, and Sachin Oza of the

Development Support Center, Ahmedabad have put together what it takes to improve agriculture and boost livelihoods in rainfed areas. Sixty percent of India's agriculture is without irrigation and with groundwater levels falling, this number is actually a modest estimate. So this set of books is an important template. If done right, India's expanding rainfed areas can be mobilised to feed our growing population and remove poverty.

NGOs and some government projects have developed successful models to tackle agriculture and livelihoods in such areas. But what kind of strategy should be adopted had not been clearly documented. After all, land-use, climate, social and ecological conditions are different across India. These four volumes bring all strategies and best practices together under one roof. You can pick and choose your models depending on where you are working.

Development begins with improving agriculture. But the books go beyond improving farm output to job creation. The authors identify specific livelihoods that could be created in villages and how to link these to markets. They examine methods of using ICT for improving incomes and the kind of people's institutions that could be formed to empower villages. Each handbook begins with principles and ethical values. It is important to get your philosophy right first.



The first handbook, *Strategies Based on Natural Resource Management*, is a compilation of the best methods for reversing land degradation and restoring water availability so that farming can be revived and jobs created. Forest and pasture revival strategies are included. For semi-arid regions, the Tarun Bharat Sangh's river basin approach which revived the river Aravari is a classic case.

There is a chapter on tackling saline lands, a rising problem in India. Livelihood options for distress hotspots like Vidarbha and the encouraging

experience of organic farming are also included. So are technologies which help, like micro-irrigation, BAIF's multi-storey farming and technologies which remove the drudgery that women face. The last section is on best practices – BAIF's wadi model, Sadguru's lift irrigation, Pradan's goat husbandry project in Dholpur and so on.

The second handbook, *Entrepreneurial Strategies for Augmenting Rural Livelihoods*, should be read by every social entrepreneur. It looks at how producers, whether farmers, artisans or those who rear silk or animals can improve productivity, access markets and get better prices. The biggest success story here is Amul, which ushered in India's White Revolution.

There is good advice for social entrepreneurs on choosing a sector. The advice is on understanding the value chain, improving productivity, organizing producers and accessing markets. The book takes the reader through a range of successful models – from ITC's e-choupal to Rangsutra and Pradan's many innovative businesses.

By 2012, rural users will comprise 60 percent of mobile phone subscribers and the third handbook, *Catching the Virtual Bus: ICT for Augmenting Rural Livelihoods*, examines in detail, projects and strategies which, through efficient use of ICT, are easing problems related to agriculture and livelihood.

Over the past decade, strenuous efforts have been made to bridge the digital divide, beginning with the M S Swaminathan Research Foundation's Village Knowledge Centers initiative. Information technology has been used in several ways to improve life in villages – GIS for natural resource management, software technologies for microfinance to help self-help groups and artisans etc. It has also given rise to e-governance initiatives and as a service for spreading literacy.

The last book, *Creating Social Capital for Livelihood Interventions*, looks at people's institutions, the first building block for any development programme. This volume is mostly concerned with people's institutions, which deal with economic activities and natural resource management. Such institutions include some traditional ones, but mostly newer forms like watershed committees, forest protection

committees, value chains, self-help groups, cooperatives etc. The book helpfully explains how to form and work with such institutions and community leaders and create structures which are pro-poor and gender sensitive. The last section has examples of excellent best practices. NGOs in Gujarat appear to have taken the lead in building strong people's institutions.

So full is the book with the right information that it would be appropriate to say the authors have performed a national service. The entrepreneurial skill that a lot of NGOs, social entrepreneurs and the government have displayed is really quite remarkable.

- *Civil Society News*

(Being a non-priced publication, the book is an open access resource, running into 1100 pages and can be freely downloaded from DSC's website. Limited hard copies can be supplied by DSC on request, on payment of postage cost. The books were jointly released at the India Habitat Centre, Delhi, by the Secretary, Dept of Rural Development and the Chancellor of the EU. Subsequent to the launch, Rita Teotia, former Principle Secretary, Rural Development (GoG), got copies distributed to every district team implementing the watershed development programme of GoI in the state. More recently, the Gujarat Livelihood Promotion Company (GLPC), procured copies for its staff at the district and state levels.)



REVOLUTION 2020

Love. Corruption. Ambition

Chetan Bhagat and Harsha Bhogle are perhaps the most publicly well-known alumni of IIMA. I am proud of them and their achievements, partly because I too am an alumnus of this hallowed institution, but mostly on account of the fact that they have made their mark, not in corporate Board Rooms, but in daringly different fields. Both Chetan and Harsha have earned this status by virtue of intelligent positioning in this crowded world and appealing to a very large audience, consisting of both the elite and the not-so-elite. Harsha has used the medium of cricket to make himself known as a commentator of repute, rubbing shoulders with cricketing greats without ever having played for the country. Chetan, on the other hand, has chosen the platform of Indian writing in English and has been churning out one bestseller after another, ever since his first attempt, 'Five Point Someone' suddenly caused Indian booksellers to rake in cash like never before.

There has been a lot of good Indian writing in English in the last five years or so, but the creators of most of those like Arundhati Roy and Vikram Seth had an intelligent, erudite global audience for their works. In short, they wrote for the classes, not for the masses. Chetan made no such pretensions; his 300 page novels were not meant to be classics, they did not have a vast canvas and were designed for reading at a stretch. But two factors helped Chetan's unique positioning. One was that the characters consisted of the "aam janta" with whom the average college going student could immediately relate to and two; the writing style was conversational. A series of incidents, closely mirroring happenings in Bollywood dramas added flesh to it, and a bestseller was created. Bollywood lapped it up with relish and one has heard that Karan Johar and Ranbir Kapoor are working on his previous creation: 2 states.

I picked up Chetan's latest publication, 'Revolution 2020' (with a by-line 'Love



Publisher : Rupa & Co.;
304 Pages ; Price Rs. 140/-

Corruption Ambition') and completed it in two sittings. His latest creation has all that one has begun to expect from his creations: a little bit of life as a rascal, romance, against the background of corruption in education and some sermonising for public good. (Incidentally, David Dhawan's 'Rascals' has two characters called Chetan and Bhagat!) The story of an uneducated person striking it big was excellently crafted in Arvind Adiga's award winning maiden novel, 'The White Tiger' and Chetan takes the same theme, blends it with embellishments like a love triangle, a blasphemous criticism of the functioning of AICTE (All India Council for Technical Education), murky local politics and the power of goons, life in Kota's tutorial factories, unholy episodes in holy Varanasi and tops it up with dollops of messages on sacrifice and press as an instrument for bringing out real revolution. With such a script, can Bollywood be far behind? Who knows, even Praksh Jha may be tempted to redo 'Aarakshan' with this story!

N S Vijaya Kumar (PGP-76)

(Vijaya Kumar pens reviews for movies, which are published in a local newspaper of Muscat and in 'Friday Gurgaon,' a weekly started by classmate, Atul Sobti. His writings are also found on his blog www.nsvijayakumar.wordpress.com.)

'Sri' Zaheer named Dean, Carlson School of Management

Dr. Srilata Zaheer (nee Govindswamy / PGP-75) has been named Dean of the University of Minnesota's Carlson School of Management. "Dean-designate Zaheer is a rare combination of someone who is renowned for her insights on international business, highly regarded for her understanding of the global and local businesses that drive the Minnesota economy, and acutely aware of the needs of the Carlson School as it continues to educate the world's current and future business leaders," said the University Provost. Dr. Zaheer's work as interim Dean during the previous nine months, included strengthening business partnerships, developing innovative business and research practices, and a commitment to diversity.

Zaheer, the Elmer L. Andersen Chair in Global Corporate Social Responsibility, joined the Carlson School in 1991 and most recently held the position of Associate Dean of faculty and research prior to her appointment to interim Dean in June 2011. She earned a Ph.D. in international management from the Sloan School of Management at the Massachusetts Institute of Technology, and a master's in business from IIMA.

Zaheer, whose research has centered around the risks faced by multinational corporations and on the impact of technology on international location and organization, has won several international awards for her research including the Eldridge Haynes Award for the best interdisciplinary work in international management. She was named a 2007 Fellow of the Academy of International Business, the highest honour in the field, and was a consulting editor of the Journal of International Business Studies. She is a founding member of the International Academic Council of the Indian School of Business, set up by McKinsey, Kellogg, and Wharton in Hyderabad, India.



Zaheer also served as co-director of the Center for Integrative Leadership at the University of Minnesota.

FDP Alumnus

Dr J K Sharma, Professor, Department of Business Administration, Jai Narain Vyas University, Jodhpur, Rajasthan has taken over as Head of the Department for a period of three years. His tenure for this statutory position will be from 9th December 2011 to 8th December 2014. Dr Sharma is an alumnus of the 12th FDP (1990-91). His FDP Research Project has been published as a 'Learned Research Work' from Jaipur. He has been serving with Jai Narain Vyas University for past thirty years, since 1980. His current research interest is Business Ethics and Leadership. He can be contacted on: profjugal@gmail.com

Mehmood Khan receives Bharat Sanman Pravasi award

At the NRI Institute's 'India International Achievers Awards 2011' ceremony held in New Delhi on January 10, 2012 Mehmood Khan (PGP-77), was honoured with the prestigious 'Bharat Samman Pravasi Award.' The award is given to select Non-Resident Indians and People of Indian Origin from across the globe in recognition of outstanding achievement in their chosen field and for public service contributions toward the economic development of India and their country of residence.

Mehmood Khan has 35 years of industry experience and is now working in 1200 villages of India on education for all, women empowerment, sustainability, water solutions,



entrepreneurship development and inclusive growth of India. The NRI Institute is a non-profit NGO founded in 1989 and aims to provide a platform for Indians living in India and abroad.

Blue Eagle Business Solutions

Want to buy official IIMA souvenirs? Just log on to www.shopnnetwork.com, an online venture founded by two alumni, Arun and Raja, from 2009-11 batch. One can get interesting souvenirs ranging from key chains, fridge magnets, T-Shirts and coffee mugs to our IIMA coffee table book which takes the reader through a roller-coaster ride of the Institute. The feeling of nostalgia is enhanced by the section mug, a special souvenir printed with the first-year classroom photo to celebrate the section bonding, which is an integral part of our culture. Not only are our souvenirs designed and packaged beautifully, they are delivered by air.



The duo has also ventured into the corporate gifting space, providing innovative solutions to huge gifting problem that organizations face during various events, all year round. Apart from



the regular customised gifts like T-Shirts, coffee mugs and leather items that organizations look at, this venture has a wide portfolio of creative product ideas that it suggests to organizations on a deeper understanding of their business and occasion. In essence, the duo believes: "Getting personal with employees - not such a good idea; getting personalised gifts for your employees - a great one!"

Arun Kumar (PGP 2009-2011)

Batch News PGP-82

Rahul Verghese delivered a TEDx talk in Pune at Symbiosis School of Management. The theme for the speaker of the day was 'The Start of Fantastic Things.' The focus of his talk was around the business of passion and he shared some of his unique learning from his own journey for early stage entrepreneurs.

Sanjay Kumar invited all batchmates for the Mumbai launch of his book 'Artist, Undone' on 5th May. Great beginning, Sanjay, we all wish you a successful journey ahead!!

Gautham Mukkavilli has been appointed as the New Chief Executive – Beverages, Pepsico India. He is currently based in Dubai as Senior Vice President - Global Nutrition Group - PepsiCo Asia / West Asia /Africa.

Jayant, Bharat Kumar, Dhankar, Pradeep Chandra, Tapas and Ralhan met in Dubai in February (snap attached). Jayant Dixit reported: "We met in Dubai on 21/02/12 at Tapas's residence. Sharmila and Tapas played the perfect hosts. Usha, Bharathkumar and Aishwarya (their daughter) were present. Pradeep Chandra (PC), minus spouse, graced the occasion. Ralhan, Dhankar and I completed the quorum. Shavak was apparently travelling and could not make it. Tapas, PC and Bharath have all been in Dubai for the last 20 years. Tapas & PC, being neighbours, meet each other. Bharath was, however, meeting Tapas and PC for the first time in Dubai.

Bharath's son, Karthik, is working with Adani Power in Ahmedabad. Aishwarya is in the final year of Architecture at the School of Architecture, Delhi. She is presently doing her internship in Dubai.

Tapas's son is studying at Carnegie Mellon. His daughter will be completing IB and has to make a career choice. Ralhan advised her to study medicine, in general, and stem cell research, in particular. Bharath shared his bizarre tele-conversation with Naseer Usmani, who apparently went to Saudi Arabia and was so indoctrinated by orthodox Islamic elements that he lost his secular credentials. Usmani told Bharath not to talk about D-1 and not to call him again. Bharath was scared that if he did, Usmani

would issue a fatwa against him. Bharath has taken pictures and has promised to send them ASAP.

C N Ram's project, Rural Shores, the mission of which is social intervention through business innovation, now has having 12 centers across eight states, providing employment for more than 1000 rural youth. He was a finalist for the Edison Awards 2012, USA in the 'Lifestyle and Social Impact' category. They were one of two Indian companies to qualify this year across all categories (Godrej being the other, for their Chotu Kool product). Tata Nano is the only Indian company to have received this award in recent years. According to the Wall Street Journal, "winning an Edison Award has become one of the highest accolades a company can receive in the name of innovation and business." Heartiest congratulations to Ram and the team of Rural Shores!

Utpal Bhattacharya (UB), currently with Indiana University, Kelley School of Business, was visiting Hong Kong and looking forward to meet some of our comrades on Saturday, February 25 and to have a meal together and reminisce about old times. Hope UB had a wonderful meeting!

Atanu Ghosh

G C Mital Entrepreneurship Aid

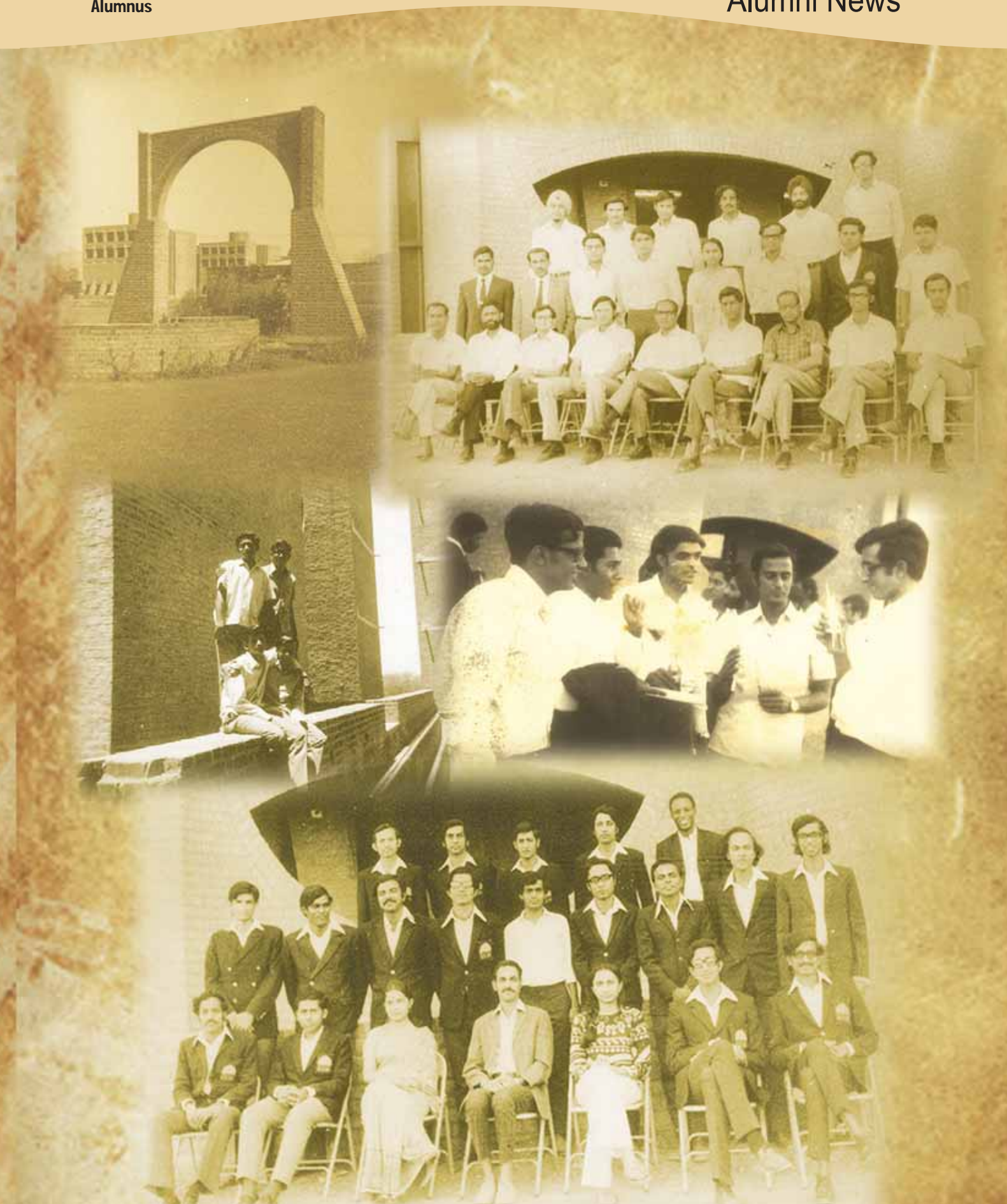
Ankit Mital (PGP-2005) has instituted the G C Mital Entrepreneurship Aid for one graduating student every year, who wishes to start his/her own venture, opting out of the placement process. Under this, an amount of Rs.2 lakhs is to be given to the chosen student, to be implemented from the class of 2012. Mohan Gandhi Ponnaganti has been selected as the first recipient of this aid in 2012.

RAMAPPA'S DIARY

The pictures below are from the personal collection of Jaya Prakash Ramappa (PGP-73) who writes: "The photos cover the period 1971 to 1973 when the campus was a fraction of what it is today. After

graduating in 1973, I had not visited IIMA till 2006 and I could barely recognize the old campus where we spent two of the best years of our life. I am sure the alumni, particularly the batches from 1970 to 1974, will find familiar faces in these photos."







3rd IIMA International Conference on

Advanced Data Analysis, Business Analytics and Intelligence

13-14 APRIL 2013

CALL FOR PAPERS

Indian Institute of Management Ahmedabad is happy to announce the 3rd international conference dedicated to advanced data analysis, business analytics and business intelligence which is going to be held at IIM Ahmedabad on April 13-14, 2013. The objectives of the conference are to facilitate sharing of:

- Research based knowledge related to advanced data analysis, business analytics and business intelligence among academicians and practitioners
- Case studies and novel business applications of tools and techniques of advanced data analysis, business analytics and business intelligence among academicians and practitioners.

Papers are invited from academicians and practitioners on any topic mentioned in the list of conference topics and related areas. Applications, case studies, review and discussion papers on these topics and related areas are also welcome.

CONFERENCE TOPICS

Papers should broadly address one of the conference topics listed below or a related area. Academicians and practitioners are encouraged to contribute new ideas, concepts, applications and case studies for discussion in the conference.

THEORY AND METHODS

- Exploratory Data Analysis • Classification • Operations Research • Cluster Analysis • Regression Modeling • Probability and Stochastic Processes • Data Visualization • Pattern Recognition • Time Series Analysis • Machine Learning • Forecasting • Bayesian Methods • Computational Intelligence • Panel Data • Multivariate Analysis

APPLICATION FIELDS

- Marketing Models • Internet Modeling and Web Analytics • Statistics in Finance • Marketing Research • Text Mining • Insurance Models • Advertising and Media • Revenue Management • Investment and Portfolio Models • Data Analysis in Retailing • Bioinformatics • Data Analysis in Banking and Financial Services • CRM • Health Sciences • Risk Analytics • Pricing Analytics • Industrial Applications • Supply Chain Management • Quality Management

GUIDELINES FOR ABSTRACT SUBMISSION

Selection of papers for presentation will be based on detailed abstracts of about 1500 words. Abstracts must

include a clear indication of the purpose of research, methodology, major results, implications, and key references. They are requested to adhere to the following:

| | |
|-------------------|------------------------------------------------------------|
| Length | About 1500 words excluding title/cover page and references |
| Margins | 2.5 cm. or 1 inch |
| Font | Times New Roman, 12 point |
| Spacing | 1.5 |
| Title Page | Title, author(s), affiliation(s), contact details |
| Key Words | Four |

Abstracts will be blind reviewed and only those abstracts approved by the reviewers will be selected. Electronic copy of the abstract in MS Office Word 2003 version and PDF format should be mailed to the conference convenor at confanalytics@iimahd.ernet.in not later than November 30, 2012. Acceptance of the abstract implies that at least one of the authors will attend the conference and present the paper.

REGISTRATION

Registration fee of Indian Rupees (₹) 15,000 should be sent latest by **February 28, 2013**, through a demand draft/ banker's cheque in favour of Indian Institute of Management, Ahmedabad, payable at Ahmedabad. For participants affiliated with academic institutions in India a fee of ₹ 7500 is applicable. Registration fee will include conference dinner, lunch and tea for the conference days, and conference materials. Registration forms can be downloaded from the conference website www.iimahd.ernet.in/icadabai2013/. The registration form should be sent along with the demand draft.

IMPORTANT DATES

| | |
|--------------------------------------------------|---------------------------|
| Last Date for Abstract Submission | November 30, 2012. |
| Notification of Acceptance of the Abstract | January 15, 2013. |
| Last Date for Submission of Selected Papers | February 14, 2013. |
| Last Date for Registration Fees | February 28, 2013. |
| Last Date for Booking Accommodation at IIMA- MDC | February 28, 2013 |
| Conference Dinner | April 13, 2013 |
| Conference Dates | April 13-14, 2013. |

CONTACT ADDRESS

Prof. Arnab K Laha

Conference Convenor

3rd IIMA International Conference on Advanced Data Analysis, Business Analytics and Intelligence

Indian Institute of Management, Vastrapur, Ahmedabad, Gujarat - 380015, India

Phone: 91-79-6632 4947 FAX: 91-79-2630 6896 e-mail: confanalytics@iimahd.ernet.in

Website: <http://www.iimahd.ernet.in/icadabai2013/>

Ahmedabad

The Ahmedabad Chapter writes: "We organized a wonderful get-together on 5th February. It was an event with a difference. The venue was a little drive from the city at the clubhouse of an up-market farmhouse scheme. The evening had group games, excellent Mexican & Indian food and a beautiful memento. The event was organized by Himat Parikh with chapter President, Nayan Parikh."



"Luck is a dividend of sweat. The more you sweat, the luckier you get." - Ray Kroc

Bangalore

The chapter had a wonderful celebration of the golden jubilee of IIMA with a star studded event held on 26th Nov 2011 at the Rotary Hall of Friendship on Lavelle Road. Keeping in tune with the overall theme of the golden jubilee celebrations, the chapter organized a keynote speech and also a panel discussion. About 150 alumni with a significant proportion from the earlier batches of 60s and 70s attended the event.

Prof. Atanu Ghosh, Dean (AER) attended the event and shared with alumni the events and activities planned by the Institute to celebrate its Golden Jubilee Year. He requested all the alumni to attend the concluding function to be held on 10-11th December 2011 on the campus.

The event kicked off with a film on IIMA made by Mr B Kandaswamy, PGP 78. The film traced the history of IIMA right from the inception to the present. It was a very nostalgic journey down the memory lane with some prominent faces – Prof Mote, Prof Anubhai, Prof Balki, etc captivating the audience.

The keynote speaker was **Mr. Mohandas Pai, Chairman, Manipal Universal Learning and Ex-Director Infosys Technologies**. A very energetic speaker, Mr. Pai held the audience captive with an excellent discourse which traced the history of management starting from the Roman Empire, the industrial revolution of Great Britain, the innovations of the United States and the emergence of China and India. The first part of the speech was an excellent and concise summary of the history of the world with relevance to management. The next part of the speech focused on the major changes which we are seeing today, especially, in terms of the changing demographics, rapid ageing of the population in the west and also in China and also the growing divide between the haves and the

have-nots. Given the changing context, the theme of the keynote speech was “Management Challenges of 2030”. Mr Pai gave some excellent examples of how the traditional management concepts have to give way to new paradigms if management has to be relevant in the new era. The audience listened with rapt attention.

The keynote speech was followed by a very invigorating discussion on 50 years of IIMA and the way forward. The distinguished panel discussed the past, present and future of IIMA and outlined some steps which IIMA needs to take to keep itself abreast of competition. The panelists were: .

Dr Samuel Paul: Dr Paul is an eminent economist and a former Director of the Institute. He set up the Public Affairs Centre (PAC) which advocated good governance and instilled a sense of accountability in the area of public policy and administration. The pioneering report cards published by the PAC on several aspects of governance helped in improving service to citizens by the government agencies. Apart from a distinguished stint at IIMA, Dr Paul also was a visiting faculty at the Harvard Business School. He was also an advisor to ILO, Geneva and the World Bank. A recipient of the prestigious Jit Gill Memorial Award 2006, awarded by the World Bank, he is the first Asian to be honoured with the





award. Dr Paul, with his enormous experience and intellect, chaired the panel discussion.

Dr G K Jayaram: A gold medallist from the PGP batch of 1968, Dr Jayaram was a key player in setting up of Infosys. A recipient of the Ford Foundation scholarship and also a winner of the prestigious Corporate University Xchange Excellence Award for 2002, Dr Jayaram has had a distinguished career with some of the leading global consulting firms like Arthur D Little, Coopers and Lybrand etc. He was instrumental in setting up the Infosys Leadership Institute in Mysore which is the fountain of talent. Dr Jayaram also set up the Institute of Leadership & Institutional Development (ILID) at Bangalore.

Dr Subhash Sharma: Dr Sharma, a PGDM from IIMA with a doctorate from the University

of Southern California (USC), Los Angeles, is an avid teacher and has authored well known and path breaking books, viz. Creation from Shunya (1993), Management in New Age: Western Windows Eastern Doors (WWED) (1996, 2006), Quantum Rope: Science, Mysticism and Management (1999) and Arrows of Time: From the Blackholes to the Nirvana Point (2001). He has been involved in setting up several management schools; thus contributing to fostering the growth of management education in India.

Dr T Rangarajan: A B. Tech from IITM and a fellow from IIMA (1986), Dr Rangarajan is the Executive Director of International School of Business and Research which has campuses in Chennai and Bangalore. He has been associated with several management institutions, serving as a faculty.

Dr Rishikesha Krishnan: A fellow from IIMA with a Masters from Stanford and IIT Kanpur, Dr Rishikesha Krishnan teaches Strategy at IIM Bangalore and is also a visiting faculty at the University of Pennsylvania (2008). He is also associated with ISB, Hyderabad. As a popular teacher in IIMB, Rishi has won several awards viz. Dewang Mehta Award for Best Teacher in



Strategic Management (2010), Jamuna Raghavan Chair in Entrepreneurship (2007-10) and IFCI Award for Best Thesis Proposal, IIM Ahmedabad, 1994. Rishi has published several books, the notable of which is “From Jugaad to Systematic Innovation: The Challenge for India”, which won some rave reviews. A strategy expert, Rishi serves on the board of several companies.

The panel discussion centered on the role IIMA needs to define for itself and play in the future. The following were the key highlights of the discussion:

- 1) IIMA has to focus on Management, not only in the corporate sector but also emerging sectors like the social sector.
- 2) IIMA needs to instill in the students a passion to contribute to sectors like the social sector which need good quality management inputs
- 3) IIMA has to take note of the competition and raise the bar in terms of quality of its management education and also management research.
- 4) One of the challenges is to

create a strong ecosystem and infrastructure where alumni can interact with each other and also connect with the Institute.

Prof Atanu Ghosh took note of the suggestions made by the panelists and also outlined the steps which the Institute is taking to address some of the concerns. He also presented the highlights of the golden jubilee celebrations during the year and stressed the need for alumni to contribute to the corpus building which IIMA needs to maintain its No 1 Status.

The Alumni Association presented mementoes to the chief guest and to all the distinguished panelists. The event concluded with networking over cocktails and dinner.

Krishna Kumar (PGP-1993)



Pune

The alumni association members were invited by Dr. Indira Parikh to visit FLAME on January 5, 2012 for an informal interaction with visiting professors, who were at FLAME to attend a global conference on education. Meeting the visiting professors from Harvard and IIMA was quite a treat.

Professors present were Srikant Datar (PGP-78), Prof Narayanan, Prof Gopinath, Prof Raghuram,

Profs Shingi and Krishnayya. Other visitors were Chandu Nair (PGP-83) and Dangayach (PGP-72).

Subhash Bhawe welcomed those present and briefly described the chapter activities.

The faculty offered suggestions to the Pune alumni association on activities which could be conducted. These were: help local business

schools to get internships for their students, provide hands-on industry experience to the students of FLAME, conduct faculty training and corporate workshops along with recommendation on curriculum of business schools (as done by the Chennai chapter).

Chandu Nair described some of the challenges in running an alumni association and stated that members' contributions would not suffice in the long run; it would be necessary to conduct sponsored activities which bring in funding.

Professor Srikant Datar said that after all his experience of various business schools, the

teaching and involvement at IIMA was unbeatable although the student profiles were more rich and varied in some successful business schools.

There was a spirited discussion about the varied student profiles and work experience at IIMs as compared to ISB and US business schools, and changes in these over the years. On request, Srikant Datar gave an exciting synopsis of his book. Dilip Thosar gave a lively vote of thanks, peppered with humorous references.

Vinita Dang Mohoni (PGP-82)

Abu Dhabi / Dubai

This being my first trip to the Gulf region, I was pleasantly surprised how oil money has been constructively spent as compared to Nigeria, where even after 50 years, it has been frittered away. Arriving at Dubai airport, was a breeze with the 'Marhaba' ('Welcome' in Arabic) by Filipina girls waving us through immigration/customs and getting us to indefatigable Bala (Daddy's Secretary). Limos whisked us straight away to Radisson where my compatriots were Lulu aka Srinivaslu & his charming wife Dhanawati. There I got a taste of 'best practices of the banking industry'. Little did I know that I was in the august company of a world renowned academician who has given lessons to Tim Geithner, Ben Bernanke and Mervyn King. Incidentally, Lulu and wife have created a world record by sending all their four children to HBS. The meeting in the foyer of the Radisson had 65-year-olds backslapping, 'high-fiving,' the participants being Pankaj Baliga, Chopra Sahib & wife, Narang Sahib, Surd Bhalla & Nutan, Vikram Talwar & Urvashi, Balaraman

& Shanti, Harry Harjit Singh, Pushy, Sudarshan, Vichu & Hema, Ram Seshan, Gurmeet. Profs Jahar Saha and Atanu Ghosh were also with us. Like VIP's, we were being filmed constantly and the distant memory of the Louis Kahn quadrangle, buzzing with PGP-70s, came alive.

The next three days were action-packed with visits to Burj Khalifa, Dinner Cruise, Ferrari Park, Dune Bashing & Belly Dancing in the desert, Blue Mosque etc – all the time being filmed for posterity. The last night was a grand dinner at Daddy & Archie's palatial house, where the hospitality was just incredible. I have made this report short lest Ram Kumar Nayar accuse me of time wasting. Again, all praise to Daddy & Archie for their fabulous arrangements and a big thanks from all of us. May we look forward to a rerun, two years from now? And to all the guys who did not come, be sure not to miss out the next time around.

Ashok Guruswamy (PGP-70)

Delhi

On December 3, 2011, the IIM Ahmedabad Alumni Association Delhi Chapter organized a get-together, celebrating the golden jubilee of the alma mater. The event was organized at the India Habitat Center and saw participation from over 250 IIMA alumni. The total gathering was in excess of 350 including family members.

It was indeed a proud moment for all those who have been associated with the great institution at some point or the other in their lives. The presence of alumni from the batches as early as 1967 to the recently passed out batch of 2011, presented a great platform for experience sharing over casual talks. Lot of enthusiasm was shown by the batches of 1987 and 1994 in particular, as more than 20 alumni from each batch were present for the event.

Prof. Atanu Ghosh's presence brought the institute's representation to the event and he was extremely happy at the success that the Delhi chapter has achieved by organizing an excellent get-



together. The senior-most members were felicitated by the youngest batch and this was followed by group photograph sessions.

Vikanshu Bhargava (PGP 2011)



IIMA OMAN ALUMNI MEET

9th February, 2012

Where does one begin, when one has to capture the essence of an evening which had all the alumni and families who attended, totally cloaked in the feel-good factor? Perhaps, by looking back on what caused this feeling in the first place; probably, the all-important 'P' factor?

If we recall what Philip Kotler had mentioned in his seminary book on Marketing, all the 4 Ps of the Marketing Mix were addressed wholesomely: the place (Mumtaz Mahal Banquet Hall) provided an outstanding ambience, the pricing for the participation was just right and the promotion was subtly done through the meaningful and motivating mails in the e-groups. But the biggest success contributor was the product itself and the way it was packaged!

Coincidentally, other 'P' factors played an important role in the proceedings: Professors Samir Barua and Atanu Ghosh who made lucid presentations on the happenings at the Institute in the last fifty years and what the future held in

store (without their presence and participation, the get-together wouldn't have had as much impact as it did);

Pravin Bhargava, who so ably managed to edit the nearly hour-long movie material to a compact 'under twenty minute' visual experience, also oversaw the design and execution of the beautiful banner with the fine detailing of IIMA's logo and the picturesque Louis Kahn Plaza in the background.

Prashant Kutaula, who organized the interview of the visiting officials with the press fraternity and who also facilitated the entire photography and video filming of the entire event without any cost for the alumni;

Pande Meghana, who regaled us with a lovely Geeta Dutt number;

Pande Vivek's narration of the poem 'Chetak' and lively conducting of the raffle had everyone glued to their seats;

Parul Kelshikar adeptly played out a couple of





tunes on the keyboard;

Parul Karmakar entertained us with a Bengali song and the haunting number from Jurm;

Parag Mathur who managed the finances of the event in a very able manner;

Pradeep Koppikar, the chief orchestrator of the proceedings and who was primarily instrumental in getting the Director and the Dean to come to Muscat.

There were also two memorable contributions from Deepak Srivastava, who spoke from the heart in a very moving manner about nostalgic moments and the immense value IIMA had added to his career, and Rupa Bose who transported us into a different realm altogether with her mellifluous rendering of songs. Deepak was also instrumental in selecting coffee table books on Oman, which were given as gifts to the visiting officials; one of the books was also gifted to the IIMA library.

The “Product offering” also was substantially shaped by the 'M' factor: Mumtaz Mahal (the venue served extremely tasty fare) and the outstanding compering job done by the young

and Meenal Madavi. The originally planned product offering had also included a medley song presentation by me from the hits of 1961, the year in which IIMA was born, a 'spousespeak' session by Srilata, a flute performance by Pradeep, a game designed by Meenal and a soulful number to have been sung by Sanjeev Madavi; but these had to be excluded in view of the late start of the programme on account of the fact that some of the participants could not reach on time.

The highlight of the evening was a very inspiring speech by the Chief Guest, J S Mukul, Ambassador of India to the Sultanate of Oman, who highlighted ways and means on how IIMA Alumni could substantially contribute to the furthering of the Oman India relationship. The gifts for the raffle draw were Siemens appliances, Moulinex blender, Pizza Hut vouchers, Khimji Mega Store Shopping voucher and LG Smart Phone (all sponsored by Khimji Ramdas) and a Huawei Smart Phone sponsored by NTS. And when the programme concluded at midnight, there was a deep sense of satisfaction at the manner in which the IIMA Alumni of Oman had celebrated the Golden Jubilee of their alma mater. Cheers to the IIMA fraternity of Oman!

Vijaya Kumar (PGP-76)



IIM Alumni Inaugurate Texas Chapter with a High-Powered Conference

Houston, TX March 17, 2012: IIM USA's inaugural Texas conference – IIMpulse 2012 – was a testament to the institutions the attendees graduated from. Classy, intellectual, diverse and a lot of fun with over 75 IIM 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 conference an astounding success.

On a pleasant Saturday in the Bayou City, a gathering of C-suite executives, professors, IT professionals, entrepreneurs, consultants and corporate executives from the business world came together promptly at noon from as far as California, Atlanta, Dallas, Austin, and of course, Greater Houston area. The scenery and weather were easily matched by the vibrancy and excitement amongst the attendees at the conference. 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 conference at the appointed time.

The conference started off with a sumptuous Indian lunch. Dr. Beena George, IIM USA's Greater Houston chapter leader welcomed the delegates. She said that it had been her dream since 2005 to have an IIM USA conference in Houston and she was thrilled that a chance meeting with an IIM USA member in Mexico had made this conference a reality.

Ashima Jain, founding president of IIM USA, described how IIM USA was founded, what its objectives were and how the organization had grown by leaps and bounds and now represented more than 6,000 IIM alumni in the Americas with chapters in San Francisco/Bay Area, Los Angeles, Seattle, Chicago, New York/New Jersey, Washington DC, Toronto, Boston and now Houston. 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.

Hon'ble Consul General Sanjiv Arora proceeded to inaugurate the conference. He stated that the

IIMs represented some of the best business schools globally and he was honored to inaugurate this high powered conference that was attended by some of the finest minds in the world.

The theme of IIMpulse 2011 was "Blazing New Trails". Keynote speaker, Kirk Coburn, co-





founder & managing director, SURGE Accelerator, held the audience spellbound as he shared his experiences in this technology dependent world. Using his iPhone to flip through his presentation, Kirk's perspective was that the world's energy problems could be solved using software and that his current passion was to incubate entrepreneurs who had novel and elegant solutions to address the energy related issues. This led to some interesting debate around the extent to which energy problems could be resolved through the use of software.

After a short tea break during which animated discussion around Kirk's ideas of software and world domination made it challenging for the organizers to get the delegates back into the room, a panel discussion on "Trailblazing" ensued. Swati Biswas, IIM alum moderated the panel and invited each panelist to share their thoughts about trail blazing.

Anurag Kumar, Vistage CEO Executive Coach & CEO of ITexico, kicked off the discussion by sharing his entrepreneurial experiences and urging everyone to explore their trailblazing instincts by "doing something" and "taking the risk". "If it is not now, then when? If not you, then who?" he asked, and added "*Jo dar gaya, samjho mar gaya*".

Dr. Beheruz N. Sethna, President, University of West Georgia, followed up on the risk theme suggesting that risk taking is what trailblazers do. He talked about his university, some risky

decisions he took which turned out to be quite successful and emphasised the need to focus and think of quantum leap changes and not small incremental ones.

Debjani Biswas, Director, Pepsico (Frito Lay) emphasised the need to leverage diversity and challenged everyone to build their personal brand perhaps using the Johari window as a tool to one's open area, blind area, hidden area and the unknown area. She urged the concept of using one's strengths versus focusing on one's weaknesses, her formula being:

Passion + Strength = Impact

Pradeep Anand, President & Founder, Seeta Resources, emphasised that tenacity is critical to success. He shared the stories of some of his trailblazing buddies when they were not so famous and honed in on a key point – being first in a disruptive opportunity / paradigm leads to trailblazing. He talked about his mother who was unique in many ways, a trailblazer in her own right as a Satyagrah activist.

After asking everyone to get up and stretch, Vasu Vijay, CTO, 360 Training, suggested that trailblazing could be about ideas. "Mahatma Gandhi", he said, "was a trailblazer." Vasu thought that If you do not achieve success, you would not be considered a trailblazer, no matter how interesting, how life changing, how impactful the idea could be or could have been.

An animated question and answer session then followed. One of the delegates wondered about how much of trailblazing was inspiration (ideas) and how much was perspiration (execution). Another delegate wondered if there was much scope for trailblazing in traditional sectors. This and many other conversations continued into the happy hour where over cool drinks and spicy snacks, the conference attendees talked about the possible and the impossible and how wonderful it was that IIM USA had provided a forum for active minds to connect and communicate.

•SNAPSHOT•





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