



IIMA Alumnus

Volume 46, Number 1, February 2014, Tri-annual

Special Feature:
Footprints in
Time

Cover Story:
From the
Desks of the Deans

shaping tomorrow with you

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IIMA ALUMNI ASSOCIATION EXECUTIVE COMMITTEE

President, Vice-President,
Secretary (Constitution of
Executive Committee in
process)

EDITOR

Arvind Sahay

EDITORIAL ASSOCIATE

Varuna Sharma

PUBLISHER

Revathi Srinivasan

ALUMNI OFFICE IN-CHARGE

Himanshu Bhatt

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Editor: Professor Arvind Sahay, [Dean (Alumni & External Relations)], Indian Institute of Management, Vastrapur, Ahmedabad – 380 015.

IIMA ALUMNI ASSOCIATION CHAPTER COORDINATORS

AHMEDABAD

Nayan Chimanlal Parikh

303 B, Shapath 3, SG Highway,
Ahmedabad 380 054 Gujarat, India
Tel: 91 79 2684 0022 **Fax:** 91 79 2684 0022
Mobile: +91 98250 05692
Email: npcinfra@vsnl.net

John Cherian

enParadigm Knowledge Solutions,
CII, IIM New Campus,
Ahmedabad - 380 015 Gujarat, India
Mobile: +91 97257 69408
Email: johnny.jfk@gmail.com

BANGALORE

S. Viswanathan

Golden Square Business Centre
53/A, 16th 'C' main, 4th Block, Koramangala,
Bangalore - 560 034 India
Tel: + 91 80 4261 3000
Mobile: 099009 63270
Email: vmsconsultants@gmail.com

R. Krishna Kumar

Golden Square Business Centre
53/A, 16th 'C' main, 4th Block, Koramangala,
Bangalore - 560 034 India
Tel: + 91 80 42613000
Mobile: 99005 46425
Email: krishna68@gmail.com

BARODA / VADODARA

Samish Makhija

Chairman, Phonon.in
105-107, Blue Diamond Office Complex
Fatehgunj, Vadodara 390 002
Tel: (O) 0265 2781717 / 2792128 / 6640405
Mobile: +91-94280 11280
Email: samish@phonon.in

BHOPAL

Gyanendra Kumar Bhatnagar

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

CHENNAI

Muralidharan Swaminathan

CEO, Studio Infiniti
21/1, Chaitanya Centre, Khader Nawaz Khan Road,
Nungambakkam, Chennai 600 006 Tamil Nadu
Tel: 91-44-3028 6660
Mobile: 93810 27442
Email: muralidharans@studioinfiniti.com

Radesh Rangarajan

CEO, Plutus Investment Advisory Services Pvt Ltd, 16/3,
Vidyodaya Ist Cross Street T.Nagar, Chennai 600 017
Tel: 044 4212 2517 / 4260 6930
Mobile: 94440 06443
Email: radesh.rangarajan@gmail.com

DELHI

R. Jayaraman

C-46 Kailash Apartment Greater Kailash I
New Delhi 110 048
Mobile: 98100 82158
Email: jayaraman45@gmail.com

HYDERABAD / SECUNDERABAD

S. V. Ramana Murthy, IPS

Addl.Director General of Police (Co-ordination), Plot
No : 145, Road No 17, Prashsan Nagar, Road No.72,
Jubilee Hills, Hyderabad 500033
Tel: (R) 040 2355 2626
Mobile: 98480 48558 / 94406 27213
Email: svrmurthyips@gmail.com

T. Muralidharan

Chairman, TMI group
Career Centre, 1-8-303/ 48/12 Prenderghast Road,
Secunderabad 500 003
Tel: 040 6676 5314
Mobile: 098480 55025
Email: tmd@tminetwork.com

KOLKATA

Ranjan Das

Professor-Strategic Management
Indian Institute of Management, Kolkata, 21/2, Lake
East, 3rd Road Santoshpur, Kolkata-700 075
Tel: (O) 2416 3576 / 9302
Mobile: 98300 52722
Email: chiefmentor@strategyacademy.org

Anjan K Deb

VP Business Development & Corporate Strategy,
McNally Bharat Engineering Company Limited, BE
140, Salt Lake City, Kolkata 700 064, West Bengal
Tel: 033 4067 9142
Mobile: 97487 14871
Email: anjkd@yahoo.com

LUCKNOW

T.P. Bhandari

1/143, Vivek Khand, Gomtinagar, Lucknow 226010 U.P.
Tel: 0522 2391846
Email: tpbhandari@yahoo.co.in

MUMBAI

Kalpen Shukla

TransProz Translation Services India Pvt Ltd
7/A2, Scindia Society, off M V Road
Andheri (East), Mumbai 400069
Tel: (022) 26846060
Mobile: 9820143447
Email: srinivasa.addepalli@gmail.com

Sanjay Sinvhal

F-604, Jalvayu Vihar, Powai
Mumbai-400076
Tel: +91-92233 23333
Email: sanjay.sinvhal@gmail.com

NAGPUR

Prakash D Shesh

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

PUNE

Shrikant Pangarkar

President
32 Golden Galaxy, Someshwar Wadi,
Pashan Pune 411008.
Tel: +919881240182
Email: shrikant.pangarkar@gmail.com

Deepak Vaidya

Secretary
Tel: +91915887633
Mobile: 9822261652
Email: deepak.vaidya@gmail.com

LONDON

Amlan Roy

Director, Credit Suisse Securities (Europe) Limited 27
Dollis Park, Finchley Central
London N3 1HJ
Greater London United Kingdom
Tel: +442078881501
Mobile: +447887554042
Email: amlan.roy@credit-suisse.com

Tanshree Verma

Flat 1, 78 Inverness Terrace
London W2 3LB
United Kingdom
Tel: 447833291358
Email: vanshree@gmail.com

MUSCAT

Sanjeev Shriram Madavi

3B-54, Muscat Oasis Residences
P.O.BOX No.2121, Ruwi-112
Muscat-Oman, Sultanate of Oman
Tel: 00968-24582010 GSM: 00968-99898348
Work: +968 24561356 Ext. 120
Email: sanjeevmadavi@gmail.com

NEPAL

Devi Lal Sharma

Janapriya Multiple Camus
Janapriya Marg, Pokhra, 8 Simalchour
Gyan Marga, Pokhra Kaski, Nepal'
Mobile: 00977-9846027638
Email: dlsharma123@yahoo.com

SINGAPORE

Alok Sharma

112 Tanjong Rhu Road, #13-01
Singapore 436929
Email: iimasingapore1@gmail.com

Mohit Gidwani

10 Brooke Road, #03-01
Singapore 429986
Email: iimasingapore1@gmail.com

USA

Rajesh Makhija

94 Bradley Lane
Bridgewater NJ 08807 USA
Tel: 646 326 5448
Email: makhija@rcn.com

Sachin Doiphode

11 Versailles Blvd
Cherry Hill NJ 08003
Mobile: 609-206-9166
Email: sachindd@yahoo.com

UAE

M.P. Sharma

President, Techmart
P.O. Box No.75188, 2403, Indigo Icon, Jumeirah
Lakes Towers, Dubai, UAE
Tel: (O) +971 4368 4888
Fax: +971 4368 4999
Email: mps@techmartword.com

In Gujarat, your attire speaks. When I visited Gujarat, every stitch, every pattern in the clothes of the people here was telling me a story. It's a story thousands of years old, being woven continuously to this day. Brightly coloured quilts, chunaris with exquisite mirror - work and proud turbans tell a tale that you will see, not hear.



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Please address all communication to:

Alumni Office, Indian Institute of Management, Vastrapur, Ahmedabad 380 015

Tel: 91 (079) 6632 4660 / 6632 (Editorial Section) / **Fax:** 91 (079) 6632 6896, 2630 6896

Email id: alumni@iimahd.ernet.in Editorial **Office:** Alumnus-editorial@iimahd.ernet.in | Alumni **Website:** www.iimaalumni.org

From the Editor



Dear Alumni,

I have great pleasure in bringing you this issue since this is the first issue of Alumnus that I am editing as Dean-AER. I do hope that it falls in line of the good work carried out by Prof. Vijaya Sherry Chand. In this issue, we are starting a regular feature entitled 'Research at IIMA'. Please let us know if you find it useful. As readers and alumni, you must know that the Institute is focusing on recruiting more faculty of the highest caliber. However, we are running short of residential space for

new faculty members and in this light, we are expanding housing facilities from the present 93 residential spaces to a planned 120. Hence, housing for new faculty members is high on our agenda as is the renovation of our heritage architecture which has developed some cracks after the earthquake. We would like to request you to help us out on these fronts. Also, any inputs are most welcome.

Arvind Sahay

A beautiful wall painting drawn by the great M.F. Hussain on the walls of the cave built by architect B. V. Doshi who coincidentally also designed IIMB. It is a symbol of brotherhood and harmony in our country. Participants of the new year heritage walk were amazed to see Doshi- Hussain Gufa aka Amdavad ni Gufa.



Kalidescope Gujarat

Anjum Khan joins IIMA as Alumni Head

Alumnus is pleased to inform you that Anjum Khan, PGP 1990—a senior management professional with a background in Sales and Marketing, has since February 10, 2014, joined the Institute as Alumni Relations Head. With extensive experience in developing marketing channels, stimulating product growth and encouraging new launches, he has been leading functions related to the sales and marketing of corporates such as Starmine Enterprises, Like Telecom, Madagascar, Tata Teleservices, Reliance Communications, BhartiInfotel, DHL Worldwide Express, Blue Dart Express and Crompton Greaves (Fans and Appliances Division). He would be available at the Alumni Office and can be reached on extension number 4513 or at arhead@iimahd.ernet.in.



Hatheesing Derasar (Jain Temple) was famous for its intricate lime stone carving. It was constructed in 1848 and famous among local and foreign visitors. It is an important destination and The Heritage Club, IIMA includes it when it organizes sight-seeing trips for delegates and visitors of IIMA.

Kalidescope Gujarat

Special Feature

Footprints in Time

Age does insane stuff to us! Let's face it! We look for a particular distinct something which tells us, 'Javaani abhi bhi hai yaaro'. Every year, just around winters, IIMA's vibrant aura is lit up by its alumni get-togethers. Vivacious 'hellos' and 'OMGs' fill the air, as known faces exchange expressions of shock, joy, bewilderment and sheer happiness. Read on to experience the joy that reunions always carry with them- the joy of re-bonding.

A Decade On

*A decade on, we still stand strong: The PGP Batch of 2003 meet after ten years. **Pritesh Rajan**, PGP 2003, gives us an account of this warm reunion*

The alumni batch of 2003 organized a get-together for the batch in Ahmedabad on December 7 and 8 in order to mark the completion of ten years since graduation. The event was planned and organized by the alumni members together with the Alumni Cell and various other student bodies of the Institute.

After months of planning and eager anticipation, the alumni members finally started landing in the city between the evening of December 6 and the morning of the December 7. In all, over fifty-five alumni members from across the world attended the get-together; these



I hope to be seated here some day but for now I'll hop on the stairs

included members from various parts of India, Hong Kong, Singapore, Dubai and London. For many, this was their first visit to the city and the campus ever since their graduation days and they realized soon enough, how much the city had changed over the last decade.

The first day of the get-together, i.e. December 7, 2013, began with some alumni members meeting for breakfast at their respective hotels. Thereafter, while some preferred to take their families around the city, others preferred to rest for a while in the anticipation of an action packed day ahead.

The first opportunity for the batch to come together was when they met for lunch; this was organized impromptu at a popular food joint called Tomatoes on C.G. Road— a favorite with mostly everyone from the



"It is truly a very nostalgic experience. I was part of a student exchange programme in France. I have come to this campus after ten years and am enjoying every bit of it. I met my husband here and today brings back a ton of memories!"

Laura Prasad

Director, Indo-French Chamber of Commerce and Industry

batch. This restaurant holds memorable moments for the batch since it was where so many of them had outings during their college days here at IIMA. Almost the entire gang wound up there with their families—it felt like old days again. The group occupied almost an entire floor in the restaurant and together they reminisced about the good ol' days at IIMA. With time, the noise grew louder and the boisterous group must have surely disturbed the other patrons in the restaurant! The lunch ended with the group gorging on 'Chocolate Delight'—the most wanted desert of the batch.

After some confusion, once the bill was settled with the restaurant, the batch proceeded to the campus for a meeting with faculty members Prof. Rekha Jain, Prof. Raghuram Rajan and Prof. Arvind Sahay along with

Waiting for the session to begin

members of the alumni cell. The session was organized at the KLMDCL thereby bringing back memories of inexhaustible runs which the alumni had to make at this center during placement days. The session was an interactive one—intended to solicit ideas from the batch on changes required in the PGP program. The alumni gave some constructive feedback on the curriculum as well as on other aspects of the program, based on their experience over the last ten years. The intense session was followed by high tea with the faculty members.

As the faculty interaction ended, the group headed towards the campus mess, where a delicious dinner (organized by the student body of the mess committee) was awaiting them. The mess used to be one of the most important venues for the batch because (a) unlike now there were hardly any eating options during the campus days, (b) the mess had been a venue with the fiercest tempo shout competitions between the dorms (though the batch behaved and refrained from any tempo shouts on this occasion).

On both the sides of the dinner venue, the alumni members along with their families, walked around the campus and visited their erstwhile dorms. Most of the



Laura Prasad with her baby

alumni had not had a look at the new campus before. Many alumni members also picked up souvenirs from the WIMWIAN store at the new campus, which is a recent initiative by the students started with the alumni contributions.

After the campus visit, the alumni got together at Hotel Pride for a night long party. The party broke apart at around 3 a.m. the after effects of which could be seen on the morning of December 8. The morning began for the most, with a catch-up on the latest from the election results of the assembly elections held recently. Thereafter, the batch got together for a brunch, which was organized at Marriott. As the results of the assembly elections started trickling in, the stupendous show of the Aam Aadmi Party became the common theme of discussion during the brunch.

By late afternoon the alumni members started packing their bags to head home, though a few members stayed back till Monday morning. Those who had their flights later in the evening took the opportunity to go around the campus one final time and bid adieu to the alma mater.

Suddenly, the two day get-together seemed very short. Each and every alumni member took back some very fond memories to be cherished through their life, waiting eagerly for the next alumni get-together to take place.

Reunion Masti: Batch of 1998

The PGP 1998 batch talks about the final manifestation of a reunion fifteen year post graduating from the Institute

The first e-mail which even suggested a fifteen year reunion was sent out to the batch of the 1998 e-group earlier this January. Inevitably, it was met with a tepid response. Barring a few enthusiastic voices, there was radio silence from the majority. We had not managed to pull off a reunion since our convocation in 1998 and the sceptics were justified in assuming this to be yet, another futile attempt.

But the organising committee, spearheaded by Chutki (Uttam Bagri) and Susa (Himanshu Shah) flanked by NamB (Namita Bajaj), Panzy (Manish Pajan) and Shivprasad Krishnan, was the toast of a weekend to remember. The odds were never in our favour but the OC, as it is now christened forever more, persisted and the numbers stacked up. Interestingly, Chutki pointed

out later, the fortnight before the reunion weekend (December 20-22) was peppered with last minute acceptances; this was largely in response to his emails listing out attendees. Motivated by the impressive numbers, the confirmations shot up by around thirty percent in the last mile as did the level of regret among the absentees.

It so happened that after around twelve months of plotting, planning and bantering, sixty-two PGP98s found themselves furiously answering a quiz. Yes, that happened too. Skilfully crafted by two of our enterprising batch-mates, Six (Indranil Mukherjee) and Lily (Aniruddha Ganguly), it was as stressful as any other quiz we had ever taken back in the day, with major fight son to win the Crossword coupons at stake.

A few hours and several glasses of amber liquid later, two bus loads of middle-aged but determined men and women headed off to campus for what is now an extinct tradition – a ramp party. We were admittedly slower and quieter but the ghost of ramp parties past would hardly have scowled at the sight of the likes of Laddoo (GV



Meeting with the Director and Deans



The class of 1988



Dinner and quiz time

Ganesh) rocking it to the latest Bollywood number.

The gang had already spent the previous evening catching up around a bonfire and many, many cups of tea. Nostalgia, for obvious reasons, was the underlying theme of the weekend, but well-cloaked in banter as we dabbled in games of 'Do you remember whose dorm name was...?' and 'Who did this and when?'—some of

"We had not managed to pull off a reunion since our convocation in 1998 and the sceptics were justified in assuming this to be yet, another futile attempt"

these also served as memory cards for the blurry past.

The mandatory campus visit (since we were parked in a resort a few miles away), for the first time since graduation for some of us, was curiously exciting. With

families in tow, we walked across the Louis Kahn Plaza, with a bit of pride in our stride, if you will. For the sentimental, it was a reminder of how good we had it; a flash back but all in colour because, in the present, there was little room for the gray.

Like other alumni who come 'home' to find things changed, there was also a infinitesimal sense of loss at no NR or no Rambhai (not as we knew it) but that was a momentary distraction as the new look cafes and memorabilia stores were soon discovered and much enjoyed.

And the best part was that, there were no awkward pauses (the dread of any such venture). On the contrary, those forty-eight odd hours were a whirlwind of fun as we know all good reunions should be. Over before you know it, and leaving you hopeful, even excited, for the next. No surprises for guessing—there will be another reunion.

Bees Saal Baad: The Batch of 1993

Rashmi Bansal, PGP 1993 talks about the reunion held here on campus

After the resounding success of the 15th year reunion in 2009, the class of 1993 gathered for its 20 year reunion from January 3 to January 5, 2014. The venue had changed from KLMD to IMDC but the tempo was high as ever, with ample amounts of yaari-dosti, nostalgia and arbit CP in the air.

The Junta arrived from Singapore, Hong Kong, London, Dubai and the US but the one we were most delighted to see flew down from Coimbatore in a wheelchair. The ever-smiling Kesu made his presence felt with

one and all, accompanied by his gracious wife Jaishree, son Sujit and brother-in-law Unni. We were also thrilled to have with us Rubi Arya along with Tanu and Dhruv (the family of our late batch-mate Ved Prakash Arya).

While the 20 years had taken a toll on many in terms of 'receding' hairlines and 'advancing' waistlines, one thing which was not lost was the josh. The reunion kicked off with a hilarious 'yearbook reading session'. The time pass descriptions read out dorm by dorm were eerily accurate for many – even in the present.

The khitaab of dorm with maximum attendance at the reunion was keenly contested and won by the girls of D11 (11 in all) with D15 coming in second. In fact, the class of 1993 was the first to have a record 30 girls —17 of whom came to this reunion.

The evening saw a senti session where the class honoured their gurus — the professors who valiantly tried to stretch our brains and make us worthy of the



The class of 1993 atop the Harvard Steps

IIMA name. The 15 gurus present were Prof V. L. Mote, Prof A. K. Jain, Prof. Sunil Handa, Prof. Raghuram, Prof. N. Ravichandran, Prof. T. Madhavan, Prof. G. S. Gupta, Prof. Abraham Koshy, Prof. J. P. Singh, Prof. Deepti Bhatnagar, Prof. Subhash Bhatnagar, Prof. V. V. Rao, Prof. Rekha Jain, Prof. B. H. Jajoo and Prof. Manikutty (mostly retired, a few still serving).

The class of 93 were truly honoured to hear a moving talk by the legendary Prof. Mote (we were the last batch he taught before his retirement). He made us all reflect on what we should seek in our life and why it is very important to give back to the society. His point about honouring the spouses of the faculty for the sacrifices they have made went down well, while Prof. Bhatnagar appreciated the batch (in lighter vein) for really following Prof Mote's advice.

The evening of January 3 was spent having a sumptuous traditional Gujarati dinner at Rajwadu followed by a guitar and singing session by Bubka, Balls,

"The class photo on the Harvard Steps, visit to the dorms (to pose in front of 'my room') and to CR 2, 3, 4 (to sit in 'my seat') heightened the feeling of being here 'just yesterday.'"

Sandy and others in high spirits. The next morning we enjoyed a traditional PGP breakfast at the IIMA mess. Though several offspring and spouses found it unpalatable, compared to 20 years ago, it was a five star buffet.

Batches were seen hurrying from breakfast towards the classroom (as in the old days) as the session with the new Director, Ashish Nanda was scheduled at the early hour of 9:30 a.m. A very warm and positive interaction with Dr. Nanda followed, with several members of the batch informally meeting the director even after the session and expressing a desire to have closer ties with the institute. We felt truly inspired by the sincere steps being taken by the institute to reconnect with the alumni.

The class photo on the Harvard Steps, visit to the dorms (to pose in front of 'my room') and to CR 2, 3, 4 (to sit in 'my seat') heightened the feeling of being here 'just yesterday'.

Day two also saw a lot of action on the cricket field. The 40+ team of 93 Batch had no answers to the 'guile' and 'pace' of the second generation. The children of the batchmates made us all run all over the field with their fours and sixes. When it was our turn to 'give back', we realized that the famous 'hand-eye co-ordination' was nowhere to be found and our legs and

arms just would not listen to our brains (whatever little we had left!) We now understand what a tough job Sachin Tendulkar had!

The afternoon session began on a solemn note with a minute of silence to remember our five departed batchmates – Sanjoy Banerjee, Jitendra Kumar (JK), Arul Mozhi, Muthu Peru and Ved Prakash Arya (about whom several class members shared their memories). 'Social Noise' (a firm set up by IIMA graduates from the class of 2013) made a presentation to the batch. This company is being supported and mentored by the class of '93 under the aegis of 'Ved Prakash Arya Trust' (as per CIIE's IIMA Maverick scheme).

This was followed by an interaction with the authors of the batch (the ones who went 'off the beaten track'). Rashmi Bansal (Stay Hungry Stay Foolish), P. R. Ganapathy 'Guns' (Anza Deception) and Apurv Nagpal (Eighteen Plus) spoke about their experience of writing and getting published. In fact, we discovered additional authors in the audience-Vidyanand Jha (a Maithili poet), Y. Madhuri (children's stories) and Rishikesha Krishnan (From Jugaad to Systematic Innovation). Raghu and Rajesh Chakrabarti's authorial efforts were acknowledged in absentia, bringing the total number of authors in the batch to eight!

The social entrepreneurs of the batch – Venkat Krishnan (Give India), Sridhar Rajgopal (Educational Initiatives – EI), P. R. Ganapathy (Villgro Foundation), Meenakshi Ramesh (Pratham) and Sandy (doing her Ph.D presently) also shared their experiences. It was really touching that the batch came together to pledge money for The Ved Trust which supports entrepreneurs, Kesu Fund and the Institute Fund.

There was also a session with Prof. Rekha Jain on the subject of 'PGP Review'. The attendance in various classroom sessions and the level of CP generated far exceeded that observed during the actual PGP course. It is really nice to know that the more things change, the more they remain the same!

The grand finale of the reunion was the 'DJ night' - although on the lawns and not on the Stanford ramp. Unfortunately the DJ was clueless about retro music. Bollywood item numbers, combined with 'strong spirits' ensured a wild and wonderful time was had by all.

We promise to be back in five years time – to relive the magic! Many thanks to Krishnakumar (Fat KK) Meenakshi Ramesh, Rashmi Bansal and the event management agency Marcom for excellent organization (hint: you are the bakras expected to do it the next time as well)



The batch of 1989

The Silver Jubilee Reunion

Arvind Sahay, PGP 1989 and Dean (AER) gives the *Alumnus* readers an account of a truly spectacular reunion

Five years after the 'Bees SaalBaad' reunion, the batch of 1989 came together yet again to celebrate their silver jubilee reunion. 75 of the former inmates of WIMWI gathered on campus between December 20-22 with alumni arriving from across the borders and beyond; some of these places included India, Singapore, Dubai, UK, USA and Hong Kong.

The indefatigable efforts of Prasad, Alok and I in a supporting role led to the arrival of 75 people. It was interesting to note how so many people had undergone life changing scenarios since the last time we met at a reunion; and yet many made the time to come even if it was only for a day. Sanjeev Bikhchandani's daughter was expected to return from the US on the night of December 21 but Sanjeev and Surabhi made it to campus for the day. Ashok Venkatramani's son was expected to arrive the following night and he too remained for the day. Nupur and Ajita turned up too—most of us saw them after a very long time.



The future generation speaks



Party all night

Safi had to attend a family wedding and he was dearly missed. Most of the gang spent time catching up on campus, hanging out at old favourite spots and learning new tales straight out of the closet of our batch mates. Nirmal's re-counting of Sachit Jain's travails was hilarious. Sips gave us a fantastic rendition of dialogs from Sholay. Jamwal and Nisha clicked pictures like there was no tomorrow. 50 year old legs were dancing way into the night on the JD Nite; this was when the DJ was asked to play songs from an earlier era because "these guys can only dance to those old songs!" Uma did his customary headstand and Mohindra very nearly emulated him—it was impressive to say the least. How do these guys do it?

On a more serious note the Director interacted with the batch to give them a sense of where the Institute was headed and what the vision was for the coming five years. The batch was pleased to discover a refreshing change in the Institute's management and was very supportive. They also took a walk to the Sports Complex which had been funded by their contribution of Rs. 2.3 crores from the 20 year reunion; many of them found the time to use the facilities as well. Under Alok's leadership, we met as a group on the last

day to put together some funds to support a batch mate, Prithpal Grewal who suffers from multiple sclerosis and requires support. It was heartwarming to witness the support of the batch. Sridhar made a pitch to engage people on helping children with disabilities. After a raucous and exhilarating two days, people headed back towards everyday life—with some new memories and with the definite resolve to continue meeting.



The performance on the Talent Evening

Thirty-One Years Later

Virupakshan Kumaraswamy, PGP 1983 writes into Alumnus with a brief description of the reunion held here on campus

In a rare event, both my soles slid off, leaving me without a sole. Following this, I gave Abraham a call and I believe, he was quite petrified at the prospect of having a 'sole-less' mate walking around the Institute during Chaos and he offered to drive me to the nearest place as soon as I 'grounded' at the KLMD. Although my soul searching was sorted out the next morning, the collective soul searching went on for the next two days.

The number of people who intended on showing up decreased considerably—from an encouraging twenty rooms (booked in Salil's estimation of the previous year's success i.e. 'Tees Saal Baad') to a rather euphemistic ten, right down to a fairly hopeful six rooms and although these rooms were booked, the fact remains that only two checked in. There were actually twelve of us—seven of which had received certificates from IIM. Three spouses continue to give us essential life lessons and hence ought to be counted as a part of faculty in continuing education. Of course, we also count the super-efficient Himanshu Bhatt and last but not the least, Salil Agarwal—a perfect dozen.

Madhu and Ravi Balraj came all the way from New Jersey where he works for IBM. Madhu works for Novartis—a company with which I have worked for three and a half years and if I remember correctly, Ravi worked there too for a while. We caught up quite a bit on our old company and how performance pressures had caused the great company to metamorphose. Ravi was occupied for the next two days showing Madhu his alma mater, the great dorms, class-rooms, the L.K.P. and the seeds that the 1983 batch had sown to facilitate the tremendous strides taken by the Institute since. Well, Madhu was suitably quite impressed.

The CP got off to a great start at the dinner on day one, in the MDC mess. Over six of us including Jagdeep Singh Kochar discussed the prevailing political mood including the newest Aam Aadmi Party. As usual, the session concluded like all our classroom discussions—without any conclusions and adding only to confusion. Koshys had indulged Ravi M.N., Ravis and Manikutty by giving them Christmas cakes earlier, before my arrival. After the dinner, they took me separately to taste it but

Abraham, on the way, fed me many details about IIMA since we left the Institute several Christmases past. We could not stop discussing the success of our batch mate and new director at IIMA—Ashish Nanda.

I watched the cricket match with M. N. Ravi whose son was playing as wicket-keeper and lead batsman. Basically, Ravi and Ravi filled me with several stalwarts of the ground like Brat, Sanjit, Venky, Sundar, Babes, Monty and not to mention the one and only IIT Rajagopal. The very mention of his made everyone else follow his ways and rave endlessly about him. The match got over between all this excitement and IIM lost no wickets.

We then moved on to have high tea with the Director. I had thought that he would paint a picture of his vision but he actually asked for our suggestions. He seemed more inclined to listen, seek for solutions to problems and evolve rather than impose any fixed beliefs on the Institute. There was a lively discussion between Abraham and Manikutty during which we were also informed that Abraham was to be appointed as the convener of the PGP review committee. In

"He seemed more inclined to listen, seek for solutions to problems and evolve rather than impose any fixed beliefs on the Institute"

response to this, the group proposed and seconded Chandu Nair's name as the batch co-ordinator. Ashish informed the group that IIMA's work load during the first year is twice as much as any other M.B.A programme in the world. However, Ravi was in no mood to relent and he insisted that his son and grand son even, must be put through the grind. It is this sharp aspect that makes IIMA what it is today. Manikutty agreed with him enthusiastically. Following this we all headed towards the group picture session.

Ashish informed the group that Jagdeep was the distinguished alumni of the year for UDCT (arguably the finest chemical engineering department in the country). I do implore Jagdeep to make some noise at the very least in the background about his great work so we can know and emulate. The evening dinner at Agashiye, Lal Darwaza was lead-sponsored by JSK and co-sponsored by the rest of all of us. Prabhu Ravi and Mrs. Kochar also joined the party. Ravi's son had just returned from abroad and it so happens that he visited twenty-two countries in order to commemorate his twenty-second year during the semester even while maxing his papers at the University by attending

web-classes.

J.S.K talked in detail about the kind of work his company had done with e-procurement; he mentioned the culture of non-corruption this work had brought about in the Gujarat government. In one such instance,

he talked about how some sand block e-auctions on which the reserve price was just four crore ultimately fetched 54 crores for the government. The traditional Gujarati food was great.

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Ahmedabad,
February 2014

Revathi Srinivasan
Publisher, IIMA Alumnus



Himanshu Bhatt talking to the audience

Chalis Saal Baad Ruby Reunion: COSTIIMA

Deepa Mohan, PGP 1973, gives us an account of the spectacular reunion here at IIMA

Before writing about the ruby reunion, one must mention a very interesting fact about COSTIIMA (Class of Seventy Three, IIMA).

Unlike most other batches that have a reunion once in a while, this is one class that has been meeting regularly, with their families, for the past twenty years. The result has been that not only have the alumnini bonded even more deeply, but the alumni children have grown together. The first initiative to meet was taken by Rajan Sanghi during the time when there was no internet. Once started, the annual gathering became so popular that the families met every single year.

As various people took on the job of hosting the meets, the class combined fellowship with tourism. Places like Jaisalmer, Ranthambore, Indore, Kodaikanal, Aurangabad and Naukuchiatal (Gadwhal) enabled the class to become one big extended family. With the

coming of the internet, everyone could keep in touch. There was a concentrated effort, for many years, to get everyone on the e-group that had been started, locate their various co-ordinates, and create a database that would be regularly updated. This database now includes even children, their spouses, and grandchildren!

Recently, the alumni had been utilizing the auspicious occasions of their children's weddings to



Looking forward to the session



gather, but there was also a meet at Kumarakom, which was well-attended. From the end of 2012 and the beginning of 2013, Shashi Kant Sharma, who lives in Pune with his wife Manju, had been gearing up for the CSB. The venue was obvious—it would be the alma mater, of course. After all, for landmark events, we all return to our ancestral home!

Shashi drew up a schedule that competently

"Unlike most other batches that have a reunion once in a while, this is one class that has been meeting regularly, with their families, for the past twenty years."

straddled the fine line between many and limited activities, several others pitched in to contact friends, and it was a triumph for the class since from December 12 to 15, no less than 39 alumni (including two of the three women who graduated in the class) that is, about 33% of the class, attended, some with their spouses,

and one with his son.

At the Kasturbhai Lalbhai Management Development Centre (KLMD), those who arrived on the 12th exchanged notes, and some went for dinner to Vishaala, an ethnic Gujarathi restaurant. The 'Intro Session' on the morning of the 13th overflowed with the happiness of meeting old friends and making some new ones, too. Hairlines and waistlines were compared—the latter one seemed to increase while the other decreased.

Those of the class who were no more, were saluted with a minute of respectful silence. Many alumni shared their experiences of the first day at the campus. Many contributed photos and write-ups for a 'then-and-now' exhibition on the board. At this session, Soban Khan (PGP 2) and Himanshu Bhatt of the alumni Office were both present.

Post-lunch, while the spouses went to see Ahmedabad, the alumni gathered for a session labeled, 'IIM: Interaction on Institute Matters.' Also

All smiles for the camera

present from the Institute were Prof. Ajay Pandey, Prof. Arvind Sahay, Prof. G. Raghuram, and Prof. Rekha Jain. A message from Prof. Ashish Nanda was also read out.

Prof. Rekha Jain gave us an overview of the changes at the Institute, and asked the alumni questions about what the alumni had learnt from their two years, and how IIMA could help them at this stage of their lives, when the alumni are in their sixties. Prof. Arvind Sahay talked about new initiatives relating to globalization and faculty development.

In the evening, at a sumptuous dinner by Kalpana Raval, her son Nikunt and his fiancée Dilbar, at their sprawling home in Thaltej, the warmth of their hospitality dispelled the chill on the lawns. Also attending were Prof. Abhinandan Jain and his wife, Prof. Arvind Sahay and his family, and Prof. Sasi Misra and his wife. Kirit Raval, an alumni, was the Solicitor General of India at the time of his untimely passing away.

The next day, the alumni visited the Sun Temple at Modhera. Lunch was organized at the Shanku Water Park Resort, and the group returned to Ahmedabad for an informal buffet dinner on the lawns of the main campus. One of the class, Beheruz Sethna, was being honoured with the 'Founder's Award'—the highest award conferred by the University of West Georgia. With the help of today's technology, the group was able to briefly watch him accepting the award, live from the USA.

Post-dinner, at the Ravi Mathai Auditorium, various PGP 1 and 2 students entertained the gathering with their delightful talents. The alumni and their spouses also took the stage in turn, providing a feast of music, dance, and humorous verse.

All too soon, the last day descended upon us, and the alumni dispersed, having thoroughly enjoyed their time with the alma mater. The warmth of old friendships was cherished, and further strengthened. COSTIIMA is now planning the next meet during December 2014!

PGP-ABM Reunion

Neeharika Kamala, PGP-ABM 2014 gives us a brief account of the reunion held across a number of batches

On January 11, 2014 the current batches of PGP-ABM students in co-ordination with the alumni cell, organized the first ever PMA, SPA, PGP-ABM Alumni Meet. Alumni from across batches beginning from 1971 till 2013 were invited for the meet. With the strength of the PMA/SPA/PGP-ABM alumni together having crossed the 1000 landmark, it was time to celebrate the presence of our alumni in the industry and academia, particularly in the agri-business sector. The recent World No. 1 ranking of IIM Ahmedabad's PGP-ABM program for the third consecutive year by Eduniversal, Paris is a brilliant testimony to the success of the students, alumni and faculty associated with the program.

The program has evolved in three phases - it began as Programme for Management in Agriculture (PMA) in 1970. It transformed to Specialization Package in Agriculture (SPA) in 1975 and finally became Post-Graduate Programme in Agribusiness Management (PGP-ABM) in 2002. With the programme's alumni spanning across more than 40 years, there was a need to establish connect with and between the alumni across the three phases. This meet organized by the current batch of students was the first step towards achieving



Group photo time

this objective. The meet was attended by 22 alumni, with the oldest alumna from 1971 batch of PMA. The alumni meet assumed greater significance with the presence of pioneer and founder of Centre of Management in Agriculture (CMA), Prof. D. K. Desai.

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A perfect moment captured on film



Catching up

Agriculture (CMA), Prof. D. K. Desai. Other distinguished senior faculty who attended the meet were Prof. V. R. Gaikwad and Prof. P. M. Shingi. The Alumni Meet also coincided with Amaethon, the Food, Agribusiness and Rural Summit of IIM Ahmedabad.

The opening session of the alumni meet was moderated by Prof. Arvind Sahay, Dean, Alumni & External Relations (AER). It was an engaging session for

all present with the alumni sharing their experiences of the industry followed by responses from CMA faculty. A need for a continued association with the alumni was un-animously and feedback was solicited from the alumni to make the engagement with the program and Institute better. Post lunch, the alumni also provided their inputs in an exhaustive discussion with the program review committee. This was followed by a long awaited informal breakout session with the students. The PGP-ABM Alumni Cell representative, Mr. Kashif Mohammad, presented to the alumni the developments in campus ranging from academics, library, movies, mess, new clubs and initiatives, new food outlets and many more.

While achieving the first step towards connecting with our alumni and learning from their accrued experience, we hope to regularize the alumni meets as has also been suggested by our alumni. With a good precedent now set, we shall strive to make it much bigger in the coming years!

Cover Story

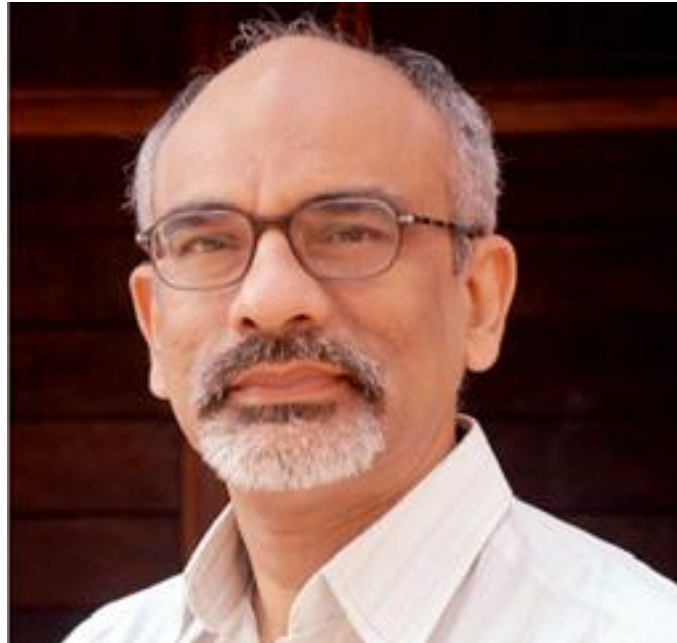
From the Desks of the Deans

*With the Institution undergoing a variety of new changes, there are plenty of updates. Taking these changes into consideration, our cover story this time features the voices of those who hold the Institution together and further its development, improvement and success. Alumnus presents before you, 'Updates from the Deans'—**Ganesan Raghuram**, Dean-Faculty; **Ajay Pandey**, Dean-Programs and **Arvind Sahay**, Dean-AER. Read on to discover a variety of new ideas, prospects, Institute changes and plausible areas of exploration.*

Updates from Ganesan Raghuram (Dean-Faculty)

The core of an educational institution like IIMA is by and large, its faculty. They generate the academic output which is the very essence of the Institute. In this context, my role as Dean (Faculty) involves the facilitation of a fairly relevant world class output by our faculty. In this direction, it would be my endeavor to enable faculty to be passionate and productive towards their output. This involves helping to create the right incentives and organizational climate along with recruiting appropriate faculty.

Given the increasing demands on research and teaching, it is important for us to hit that long elusive number of a 100 core faculty at the very earliest although



Ganesan Raghuram

our targets are higher. We are also working accurately aligning the individual and institutional goals by providing credits to faculty for their various academic achievements. We continue to work on aligning recruitment, induction, confirmation and promotion processes.

The main challenge for us is to bring in greater research focus demonstrated by high quality writing in a variety of dissemination channels. Given our legacy, this is somewhat of a change in gear. At the same time, it is important that IIMA does not compromise its traditional strengths in terms of excellence in classroom performance, and an impact on management practice and policy including the public policy domain. This poses an interesting challenge in balancing the expectations of the institution from the faculty, leveraging the inherent strengths and excitement of the faculty, and synergizing the relevant research based writing with teaching and impact on practice and policy.

While we must admit that the increased expectations on peer reviewed publications (as a surrogate for relevant research based writing) is a consequence of the international rankings, there is massive scope out there to publish in peer reviewed journals in an international domain without any relevance to actual management problem solving. Exploiting such scopes would not augur well for the unique position that IIMA has built for itself. On the other hand, research driven by management problems and then positioned in literature appropriately would be one way to head

towards. Top quality journals do admit to producing such work.

The traditional strength of IIMA in case writing has been marginally on the decline. With India being an emerging economy and having a complex set of issues not usually found in the developed world, our case

"The main challenge for us is to bring in greater research focus demonstrated by high quality writing in a variety of dissemination channels. Given our legacy, this is somewhat of a change in gear"

writing, if done with the right finish, rigor and visibility, can provide a rich source of learning for all global management schools. We are conceptualizing a case center which would incentivize, support and market the IIMA cases.

We would like to partner with the alumni for case leads, research direction and sponsorship, and of course overall institutional vision.

In all the above processes, the right balance needs to be struck between aspirations of the individual, areas and the institute. Towards this, we are putting in efforts to evolve a longer term perspective from areas/centers and then at the institutional level, to synergize all the three aspirations into making IIMA a richer and more relevant academic institution with its roots in the Indian environment.

Updates from Ajay Pandey (Dean- Programs)

The IIMA has been known for its Post-Graduate Program (PGP) and it is indeed gratifying to assume the responsibility of strategizing and improving all institutional program offerings. Longstanding programs such as the PGP, PGP-ABM, FPM and FDP require a periodic review in terms of program design and delivery, in the context of changing environments, marketplaces and institutional requirements. All these programs are currently under review and we hope that we will be able to deliver better designs, processes and delivery systems for all of our programs. The next year, in this context, is extremely important in order to underline the importance of this newly created position, which I have been entrusted with. Given the institution's history of actively strong involvements of the faculty members with the program along with a firm commitment given by the program chairs and program

executive committees— I am sure that we will be able to deliver on better programs in the future.

Another important agenda in terms of programs, is to sharply focus on the executive education market and review the way we have been approaching the selection, design and delivery of executive education programs. The challenge which basically focuses on progression, questions the use of executive development programs in order to impact the practice, to relevantly integrate academic rigor and to use the networking opportunities offered by such programs to support other institutional activities. Not only will we have to re-energize executive education offerings, but also collaborate with practitioners and other institutions. The incoming Exec Ed Chair and team along with the active involvement of faculty, will help us

"Given the institution's history of actively strong involvements of the faculty members with the program along with a firm commitment given by the program chairs and program executive committees— I am sure that we will be able to deliver on better programs in the future"

achieve these objectives. The academic year 2014-15 will hopefully be a new beginning in this direction.

The PGPM and PGP-PMP were our two recent offerings, of which PMP was withdrawn in 2009 with an objective to review its structure with an open mind in order to re-launch the program. We may explore the



Ajay Pandey

given possibility in the near future. We may also explore the possibility of strengthening PGPX based on considerable experience acquired over the last decade or so.

Besides these items on the agenda, we would like to focus on improving the learning environment for the participants in all our programs while keeping in mind the heterogeneity of participants' interests. Developing and using more India-centric cases, encouraging innovations and experimentation in teaching methods coupled with an even greater involvement of alumni and practitioners— are a selected set of themes, which require more profound efforts from our side. We would welcome any suggestions and academic contributions from our alumni in our endeavor to improve and strengthen our programs.

Updates from Arvind Sahay (Dean- Alumni and External Relations)

I do hope that you enjoyed the previous issue. I would like to update the readers on events taking place on the Alumni and External Relations front. In line with our intention of increasing the scale and scope of engagement with our alumni, the Director and I have been making an effort to meet alumni in as many places as possible.

The Hyderabad chapter held its annual meet in December 2013 where Mr. K. V. Kamath, PGP 1971 and Chairman of ICICI Bank was the chief guest. He gave us a bird's eye view of the Indian economy today. This also involved suggestions on the prospects of moving forward. The panel also had Mr. Arvind Kumar, Joint Secretary, Ministry of Finance, who responded to the

"We also look forward to working with the alumni associations in other chapters in order to engage with the alumni there"

suggestions on what GoI had done— arelatively tough task given the current climate! While I attended the event as Dean-AER, I gave my responses as a Professor of Marketing and Economics. I must admit, that sometimes it helps to have multiple hats. More than 150 alumni were present—a truly large and enthusiastic gathering!

The Dubai chapter had a get together on October



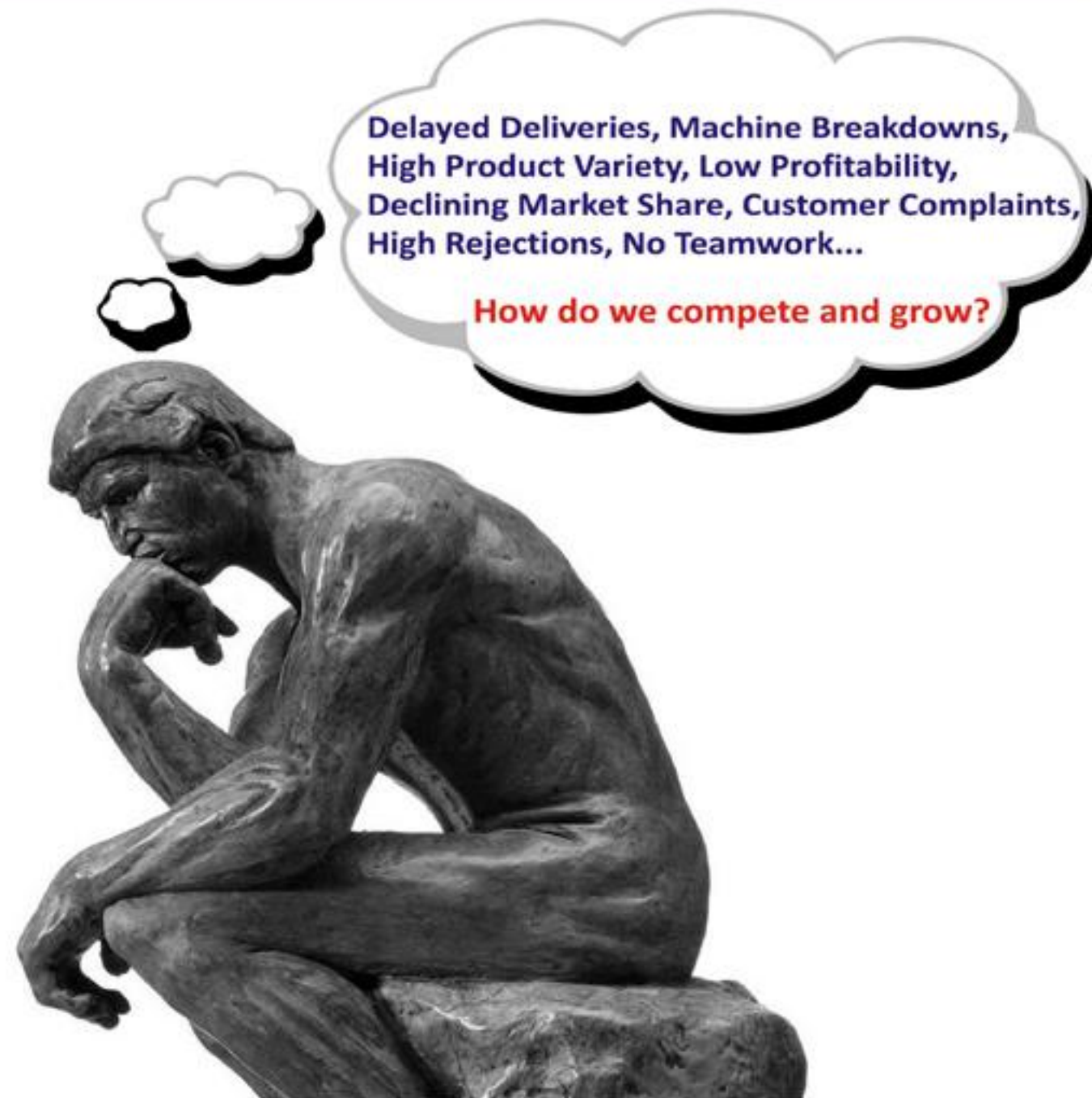
Arvind Sahay

29, 2014 where Director, Ashish Nanda and I attended an alumni get-together and had a conversation about IIMA's future with a specific reference to Dubai and the Middle East.

The Mumbai Chapter has been enthusiastically active with three get-togethers organized between December, January and February; the event held on February 11 was attended by more than 300 alumni where we talked about the roads less traversed by distinguished alumni such as Raghuram Rajan (PGP 1987, RBI Governor), Ashish Nanda (PGP 1983, Director, IIMA) and J. Saharia (PGP 1978, Chief Secretary, Maharashtra).

The next major event where the Director will be present to connect with alumni is scheduled for March 26 in Chennai. We are also in the process of finalizing dates for Singapore, the United States and the United Kingdom. We also look forward to working with the alumni associations in other chapters in order to engage with the alumni there.

All in all, I think there exists a definite increase in the engagement levels. However, do let us know how we can continue working on this further.



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► Prof. Neerav Nagar joins the Institute

Prof. Neerav Nagar joined the Institute on January 20, 2014 as an Assistant Professor in the Finance and Accounting area. Prior to his position at IIMA, he was working with IIM-Tiruchirappalli as a full-time visiting Assistant Professor in the Finance and Accounting area. Also, a fellow of IIM-C with a specialization in finance and control, his teaching and research interests lie in areas of accounting and earnings management. His office is located in Wing 15 (D) and his extension number is 4944. He can also be contacted at neeravn@iimahd.ernet.in.



Neerav Nagar

► Prof. Promila Agarwal joins the Institute

Promila Agarwal joined the Institute on December 2, 2013 as Assistant Professor in the P&IR area. Prior to her doctoral studies, Agarwal worked with Recruits India as a Senior Consultant, where she handled projects related to talent and performance, H.R. transformations, change management, H.R. audits, leadership development, organization effectiveness and organization design within diverse sectors. Agarwal has a Ph.D. from the Faculty of Management Studies, Delhi University. She also has a certificate in International Management from the University of Exeter, U.K. Her research interest lies in examining employee-employer relationships, human resource management systems, the role of organizational culture and organizational outcomes. Her office is in Wing 3-D. She can be reached on extension 4824 or at promila@iimahd.ernet.in.



Promila Agarwal

► Prof. Vaibhavi Kulkarni joins IIMA



Vaibhavi Kulkarni

Vaibhavi Kulkarni who has joined the Institute, received her doctoral degree from the School of Communication and Information, Rutgers University. Her research focuses on the discourse of institutional change within organizational fields. Prior to her doctoral studies, Kulkarni worked with the Bombay Stock Exchange, where she assisted the management in creation of change communication strategies. She also holds an M.A. in English Literature from St. Xavier's College, Ahmedabad.

► Prof. Ravi Chandran re-joins the Institute

Dr. N. Ravi Chandran re-joined the Institute on January 2 after five years of having been at The Indian Institute of Management, Indore (IIM-I). Chandran has joined the IIMA in the Production and Quantative Methods area. His office is in Wing 2 while his extension number is 4814. We warmly welcome him back on campus.



A tomb near Khan Masjid and Khan Talav Lake in Dholka which looks secluded but it is really very peaceful. The IIMA community members liked the sight during the trip to Dholka and during trip of The Heritage Club, IIMA.



Student Initiatives :

Insight 2013

*The **Insight Team** reports on the grand success of IIMA's annual marketing festival*

IIMA's annual marketing festival, Insight 2013 began with great zest on September 28, 2013. Held on campus, the event concluded on September 29, 2013. The event proved its popularity across the nation as it witnessed a total participation of over 4000 students from across the country in eight different business events. The participation count was the highest this time with over 20,000 hits online and over 4100 Facebook followers.

2013 saw Insight go truly international as Harsha Bhogle and Alan Wilkins, an international commentator, joined us on campus for the curtain raiser—a first in 25 years of Insight. Also, for the first time in Insight history, the registrations for workshops were closed within the first seven days. A spectacular turn out in terms of participation, Insight 2013 saw 550 participants from across the country—a considerable increase over 200-250 students (mostly from Gujarat) as compared to previous years. Various market research projects were conducted and the increase in the number of projects went up from nine to fifteen — the highest number yet since 2009. To add to the success of the event, 25 different Mela events were conducted with thousands of families participating in them.

The RJM auditorium was packed as students turned up in huge numbers to participate in the marketing workshops. 500 students from different parts of the

country including Tamil Nadu, Haryana, Rajasthan and Maharashtra participated in these workshops. Some of the colleges represented were IMT Ghaziabad, NITIE, IIT Kanpur, IIT Roorkee, IIM Udaipur and IIM Trichy. The workshops were conducted by experts from Nielsen (market research workshop), Lowe Lintas (advertising workshop) and PRestival (brand building workshop).

"Saumil Majmudar and Jitendra Joshi talked on sports marketing while Dhaval Udani spoke on cause marketing. Saumil is the founder of Edusports while Jitendra is the head of Sportcosultz. Dhaval is an alumnus of IIM Ahmedabad and the CEO of Giveindia."



Children at the drawing competition



The crowd, during the curtain raiser

The workshops also included an on-the-spot case study as well as an advertising competition.

The IIMA students were engaged in various marketing research projects sponsored by reputed institutions such as ACC, CBI and Meru Cabs. The project themes ranged from channel analysis of luxury watch retailing to determining brand salience of the Ahmedabad Municipal Corporation. About a 100 IIMA students are currently involved in these projects.

Insight 2013 hosted speakers from diverse fields — Saumil Majmudar and Jitendra Joshi talked on sports marketing while Dhaval Udani spoke on cause marketing. Saumil is the founder of Edusports while Jitendra is the head of Sportcosultz. Dhaval is an alumnus of IIM Ahmedabad and the CEO of Giveindia. The guest lectures witnessed a jam-packed auditorium, with people sitting on the stairs as a result of space constraints.

The Great Ahmedabad Mela celebrated the various art forms of India at the iconic Louis Kahn Plaza. This Mela held various events to capture the attention of parents and children across Ahmedabad. Tambola, treasure hunt, family no. 1, musical chairs and various

other events were organised to capture the attention of eager parents. The kids also had a gala time participating in drawing competitions, singing competitions, extempore and quizzes. The quality and quantity of response from the audience was phenomenal as each competition generated participation in hundreds.

Apart from these events, there were also puppet shows, magic shows and dance performances from artists across the country. It was an enjoyable and educating experience for the audience at the Mela, especially as they were exposed to folk arts from different states such as Rajasthan, Madhya Pradesh and Gujarat.

Other star attractions during the festival included some Bollywood dance performances by Kush Banker and his troupe as well as a magical musical show organized by the Apostrophe band that kept the audience asking for more. Post these performances, Insight 2013 culminated with the lighting of hundreds of heart shaped sky lanterns to commemorate World Heart Day 2013.

ConneXion 2013

The **ConneXion team** reports on the annual knowledge summit, held annually at the IIMA

ConneXion 2013, the annual knowledge summit, was organized by the students of the Post Graduate Programme in Management (PGPX) at IIM Ahmedabad to further interactions between business leaders and academia. It was launched by the traditional 5 k.m. run which took place one day prior to the launch of the main event and was inaugurated by Prof. Ajay Pandey, Dean, Programmes. The event which was held from October 24 to October 26 saw a host of CEOs, thought leaders, and government officials attend the prestigious event. Dr. K. C. Chakrabarty, Deputy Governor of RBI, inaugurated the summit with a keynote address while Amit Agarwal, Country Head, Amazon India was the keynote speaker on the second day.

Dr. K. C. Chakrabarty talked on the necessity of new ideas as catalysts for re-launching India's economic growth; he also spoke on the need to bridge the 'courage gap' which dissuades today's leaders from taking an initiative. He further emphasized on the idea that the nation's growth must be driven by efficiency

"One must remain positive and work towards betterment along with making development sustainable by cementing leakages and reducing wastage"

- Dr. K. C. Chakrabarty

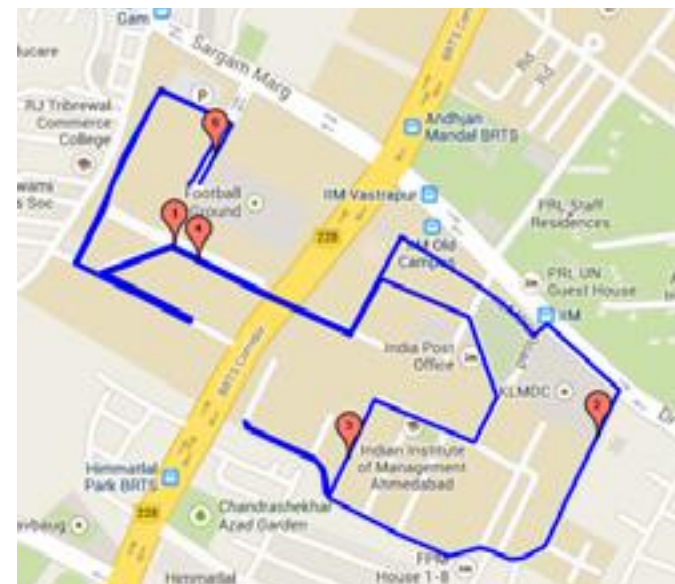
and productivity but this says Chakrabarty, has unfortunately been relegated to the lowest strata of our society. He further pointed out factors affecting efficiency and productivity such as the low knowledge base in India, the decreased investment on R&D, the lack of professional flavor in SME and the need for financial inclusion for the underprivileged in the country. Providing valuable information on the improvisation of ideas, Chakrabarty further added that one must remain positive and work towards betterment along with making development sustainable by cementing leakages and reducing wastage. He insisted that we must focus on the delivery model in order to ensure hassle free transactions at lowered costs.

Subsidy ought to be used as an instrument for achieving long term development in our economy and the transmission losses should be reduced through administrative reforms. With this idea, the panel



K. C. Chakrabarty

concluded the topic on 'Bridging the Divide: Subsidy to Sustainability'. The panel led by PGPX participants Aditya Paranjpe and Rajneesh Kumar, comprised of luminaries from diverse fields—Shyam Srinivasan,



The route for the run

CEO, Federal Bank; Suresh Prabhu, Member of Parliament; Sebastian Morris, Professor in Economics, IIMA and Dr. Nilanjan Ghosh, Chief Economist, MCX Exchange. Prof. Errol D'Souza from IIMA was the



Happy to be running

moderator for the debate. The discussion began with a peek into various factors associated with the issue of inefficacy of subsidy and a set of possible solutions which were critically evaluated, elaborated and endorsed by the panelists in a subsequent discussion.

From being a market and source of low cost labour, India must emerge to be a leading brand. For this, the country needs to invest in R&D, change its mind set and focus on execution till the very end. With this thought, the panel ended the debate on 'Redefining Made in India: Low cost to High value'. This panel comprised of luminaries from a variety of sectors such as Anil Chaudhary, MD - Schneider Electric; Sanjay Purohit, Global Head of Platforms - Infosys; Rashmin Shah, CEO, Zydus; Gagan Singh, CEO, Jones Lang LaSalle; Parag Desai, Executive Director, Wagh Bakri Tea and Sauri Gudlavallti, Engagement Manager, McKinsey. The panel was moderated by Prof. G. Raghuram, Dean of Faculty at IIMA. Responding to the question about how India could transition from being a low cost provider to high value provider, panelists stressed the need for Indian companies to invest in R&D and use their experience in the complex Indian



Amit Agarwal

market to tap into overseas markets. In addition, Indian companies need to forfeit the perception that they are open to compromising on value.

The debate panel, 'New Media New Rules', moderated by Prof. Arvind Sahay, discussed the deeper implications of social media and mobile platforms on the way we communicate. The panel had accomplished individuals like Srikanth Velamakanni, B. Karthik, C.V.L. Srinivas, Vikas Choudhury, Tushar Goculdas and Senthil Govindan. The panel discussed the importance of multiple touch points with the consumer, the voice of the youth in new modes of media and the impact of real time media and instant feedback on a product or brand. Also discussed, was the importance of data and analytics in the age of new media as a critical differentiator for an organization. But at the same time, one must clearly define their strategy and tactics first, as what is measured sets the tone for future revenue and profits. It also becomes important to revamp the organization's ethical policies to incorporate the implications of new age media.

A gala dinner was hosted to close the events on the first day. The event had over fifty leaders from the corporate and government sector and a number of

CEOs of small and medium enterprises in Gujarat. It was presided over by the chief guest for the evening— His Excellency Dr. A. K. Jagessur, High Commissioner, Mauritius. The keynote address was followed by a panel discussion moderated by Prof. Dheeraj Sharma, Chair of the Marketing Department, IIM Ahmedabad. The panel consisted of Mansoor Adil, V.P Sarovar Group of Hotels; Vishal Mehta, CEO Infibeam; S. R. Mohanty (IAS), Principal Secretary of Renewal Energy and Shyam Parekh, Resident Editor, DNA. The panelists discussed different levels of challenges faced by Indian companies and questioned the idea that there is still no truly world class Indian company. The panelists and Prof. Sharma summarized that India Inc. needs to successfully tame talent acquisition, training and retention, the ignition of latent passion and desire for excellence, and a more supportive regulatory environment.

Day two began with a keynote address by Amit Agarwal, V.P and Country Manager of Amazon India. One of the fundamental tenets of Amazon states that one must 'Be willing to be misunderstood'. In Agarwal's keynote address, he thanked the IIMA and enthralled the audience with wonderful stories on the invention of buttons, safety-pins, post-its, Amul and so on. While buttons were created by accident, safety-pins were invented out of Walter Hunt's desperate need to pay a man to whom he owed \$15. Inventions like post-its rose out of failure, while Amul was created to prevent exploitation.

Innovations can happen for a variety of reasons but one should be relentless in their pursuit —good intentions alone will not work while mechanisms will. Thus, at the core of Amazon lies inventions on behalf of customers. He advised the students to think 'Customer backwards'. With a mission to be 'Earth's most customer-centric company', Amazon spends much of its talent in a few customer controllable inputs which will never change. He further added that an invention based on selection, price and availability has never failed the customer, as exemplified through Kindle and fulfilled at Amazon. He stressed that one must, "be

willing to fail". Talking about Amazon's failed experiments like Search Engine and Auction, he emphasized the need for maximizing experimentation and being stubborn on vision, but flexible on details. Echoing Jeff Bezos, he also urged one not to feel 30% smarter when the stock is up by 30% because one would feel 30% dumber when the stocks goes down. Finally, emphasizing on the importance of thinking long term, he signed off by saying, "It is easier to invent the future than to predict it."

This keynote delivery was followed by a panel discussion on 'Building India's leadership pipeline'. Mr. Rajesh Sud, CEO Max Life Insurance was quoted saying that, "Leaders are a combination of Ganesha, Hanuman, Rama and Krishna who signify wisdom, courage, values and affection respectively." Other panelists included Anish Philip, G.M. People Services, MindTree; Mr. Gagandeep Singh, Principal Consultant, Flame Tao and Major (Dr.) Surendra Poonia, Sportsperson.

The panelists concluded that individuals need to be passionate about developing themselves as cross-functional experts and building their careers as leaders. At the same time, organizations must create an environment fostering experimentation and remove the fear of failure. Leadership figures are being talked about much more than the acts and the word 'leader' is simply becoming a jargon. Instead of individualistic macho leaders we need strong team players. The discussion concluded with comments from IIMA faculty professors T.V. Rao and Neharika Vohra who stressed that future leaders should expand their vision beyond themselves and organizations to society and the nation.

X-BIZ 2013, the annual business war game organized by the PGPX students, saw teams from IIMA and IIMB fight out the pros and cons of the socio-economic impact of the Land Acquisition, Rehabilitation and Resettlement Bill (LARR). The six competing teams represented six different stakeholder viewpoints — famers, activists, state and central governments, corporations and infrastructure developers/funding. They were mentored by experts from academia, governmental bodies and the industry. The four hour long event filled with passionate talks and heated debates brought forth diverse and insightful viewpoints, some of which are listed below.

1. **Team Infrastructure** spoke about the proverbial \$1 trillion dream being shattered owing to the massive land acquisition delays and unfair distortion in land price arising out of boundary

clauses of the bill.

2. **Team Farmers** saw positives in terms of sum assured when lands are acquired. But, they were unhappy about the bill's non-inclusive approach, lack of effective systems, and apathy towards the people like artisans whose livelihood depended indirectly on land. They advocated a decentralised model for land acquisition.
3. **Team Corporations** felt that there is a chance for delays because of legal hurdles which are possible as a result of this bill. They questioned the idea that if employment is guaranteed, would people have the incentive to perform?
4. **Team State Government** felt that the bill was primarily conceived by the union government and that their opinion was not taken into account. But, they believed that the bill was crafted taking into account the interest of most parties involved.
5. **Team Activists** demanded that comprehensive thought be given not only to economic costs but also the socio-environmental and psychological cost of resettlement. They questioned the fairness of the dispute redressal process and the sanctity of gram sabhas which often act as decision making bodies for land related issues.
6. **Team Central Government** believed that creating a bill acceptable to all stakeholders with conflicting interests, is almost impossible. The bill which is a combination of land acquisition and R&R, gives flexibility to the state governments and protects the environment for future generations.

Professor Sinha, who mentored the PGPX for this event along with Prof. Raghuram closed the event, by saying that the event had scaled new heights and had marked a milestone in the growth of the PGPX program.

Confluence 2013

The Confluence team gives the Alumnus readers an insight into the Institute's annual business summit

This year, Confluence was held over a period of three days from November 29, 2013 to December 1, 2013. Given the uncertain global economic environment, Confluence, in its fifteenth edition, addressed the idea of 'Traversing Turbulent Times: Obstacles to Opportunity'. The summit was inaugurated by Prof. G. Raghuram, Dean of Faculty. Luminaries from a variety of sectors were brought in to speak to management students about ideas and angles to



Engaged in discussion

management which are not usually addressed in textbooks. The speaker sessions were divided into three primary sections— Entrepreneurship, The Global Turmoil and India Story, and Inspiration.

The 'Entrepreneurship' session comprised of talks by Chander K. Baljee, Chairman and MD of Royal Orchids Hotel Ltd.; Dr. Mukesh Batra, Founder and CEO of Dr. Batra's Positive Health Clinic; Ashish Hemrajani, Founder and CEO of Bigtree Entertainment and Rahul Narvekar, CEO of indiaroots.com. These entrepreneurs vividly described the hurdles that they had to cross in order to achieve their current position in life.

Chander Baljee spoke to the audience about his success story. It started out as a leased hotel in Bangalore which eventually shut down; however, it went on to becoming part of twenty-four hotels in sixteen cities across India. Baljee believes that people and organizations function efficiently during bad times. Royal Orchids went through its fair share of good and bad times before they witnessed their own massive expansion. Dr. Batra

"India will have to ensure that governance in both the corporate sector as well as the government is transparent and accountable. The country will have to build its governance on a new model of morality."

- Vinod Rai

by Vinod Rai, former Comptroller and Auditor General of India; Dr. C. Rangarajan, Chairman of the Prime Minister's Economic Advisory Council and former Governor of the Reserve Bank of India as well as Ajit Ranade, Chief Economist at The Aditya Birla Group and an IIMA Alumnus. The speakers reflected upon the turbulent times that have beset the country and the resulting uncertainty in government and corporate decision making.

Dr. Rangarajan talked about the resilience of the Indian economy and mentioned the fact that though the current account deficit (CAD) has been high, India still has the potential of transforming into a middle income country from its current low income status. On the other hand, while presenting a solution for fighting economic turmoil, Vinod Rai, former CAG of India said, "India will have to ensure that governance in both the corporate sector as well as the government is transparent and accountable. The country will have to build its governance on a new model of morality. Any decision that it takes will have to be sustainable over a

provided valuable insights into how the landscape of homeopathy in India had to be transformed from something that was viewed as a personalized treatment to something that was scalable, professional and replicable. Ashish Hemrajani, the pioneer of online cinema ticketing in India, spoke about his journey towards bringing the concept alive in India. He highlighted the obstacles that he faced in setting up an online booking portal, the consumer insights that went into it as well as the democratization of information for entertainment. Rahul Navrekar's story is that of a man who lost his job on the day of his wedding; he is a man who has ridden on a riches to rags roller coaster five times. Primarily Mumbai based, he has dreamt of going back to Mumbai over the past twelve years. Rahul went on to transform India's first mall, The Ansal Plaza, based in New Delhi. His exploits involved dealing with the Mumbai mafia and writing scripts with Anurag Kashyap.

long period of time. Turbulent times help us to innovate and India can and will create a new set of norms. It is after all, a resilient economy."

The session on 'Inspiration' featured Ashwin Sanghi, author of The Rozabal Line and Chanakya's Chant; Anu Aga, Padma Shri awardee and member of the Rajya Sabha and Air Commodore Rajesh Isser, Head of Operation Rahat during the Uttarakhand floods — the largest heliborne evacuation and rescue operation in the history of the world. Sanghi talked on necessarily drawing inspiration from mythology and on discovering one's own story. He also remarked that one's greatest weakness is most often giving up easily. He also persuaded students to make multiple attempts instead of surrendering to failure. Anu Aga talked about her personal story which included her journey to becoming the CEO of Thermax Group and her social work. She spoke of questioning one's own ways and believing in

"People and organizations function efficiently during bad times"
- Chander Baljee

oneself instead of treating expert opinions as sacrosanct. Air Commodore Rajesh Isser talked about lessons in management when dealing with sudden disasters such as the Uttarakhand flash-floods that occurred earlier this year. He narrated tales of resilience and courage that Indian Air Force (IAF) men encountered while conducting rescue operations in the valley, including the story of an anonymous 16-year-old volunteer from Gujarat who helped the IAF rescue a couple who were stranded on a cliff in the Kedarnath valley.

Besides the speaker series, the control room was abuzz with a flurry of activity. Unexpected difficulties threatened to throw the smooth Confluence schedule off track. However, the determination, dedication and enthusiasm displayed by the Confluence team was exemplary. With overflowing auditoriums at the speaker sessions, highly interactive workshops and great participation in events, Confluence 2013 was



The session begins

synonymous with success.

On the spot events garnered huge participation from B-schools all over India. Students fought tooth and nail to be the first to identify brands in 'Brand Mania'. Tata Strategic Management Group's workshop on Managerial Consulting, saw such a huge turnout from the PGP1s, AFPs and PGPM, that officials from the Tata Group were requested to hold another session simultaneously to accommodate the audience!

Many PGP1s and other B-school candidates were present at Masterplan—Confluence 2013's defining event! The idea was to learn how to draft a robust business plan and to accommodate the judge's perspective. GE Genius saw extremely talented teams from IIM Bangalore, NMIMS, SIBM, ISB and IIM Raipur battle it out. The case study based competition was an eye opener into the manner in which innovative solutions could be built upon to solve

seemingly impossible real life scenarios. High level executives from GE and our very own Prof. T.V Rao and Prof. Sanjeev Tripathi asked insightful questions that got the contestants and the audience alike, thinking about issues unexplored.

Students from various B schools interacted with each other. At the end of the day though, it was not just the participants who had a great time; the IIMA fraternity that worked together to make Confluence 2013 a huge success was bursting with pride.

The words of the Confluence Secretary aptly sum up the importance of having held these talks—"We feel that it is vitally important to be able to understand global cues, foster innovative ideas, and take quick high-stake decisions. In such situations, a visionary leader, with a wealth of experience under his/her belt, can inspire and rally people successfully through these turbulent times"

"One's greatest weakness is most often giving up easily"
-Ashwin Sanghi

GITAM University hosts IIMA's first FDP Alumni Conference

The first IIMA Faculty Development Programme (IIM-A FDP) Alumni Conference on Ethics and Social Responsibility of Business was hosted by GITAM University, Visakhapatnam, on December 20-21, 2013. The conference brought together alumni of the Faculty Development Programme across several batches and faculty of IIMA to facilitate post-FDP sharing of learning and knowledge upgradation, along with creating an opportunity for networking among the FDP fraternity. The conference facilitated an interaction among the alumni, faculty and experts from the industry and administration, through panel discussions, invited lectures and research presentations. The Conference was graced by Prof. G. Raghuram, Dean, Faculty; Prof. Anand Jaiswal, Chairperson, FDP; Prof. V. Venkata Rao, Information Systems Area and Prof. Rama Mohan Turaga, Public Systems Area, IIMA. An alumni meet was also organized in context of this conference, chaired by Prof. Anand Jaiswal.



Conference group photo



Ashish Nanda watches on as the lamp is lit

Chaos 2013

Team Chaos reports on IIMA's sizzling annual four day fest

Stretched over a period of four days, between December 26 to December 29, 2013, IIMA's annual carnival got off to a scintillating start with hundreds of enthusiastic participants descending upon the IIMA campus. Conducted in association with Airtel and Coca Cola, the theme for Chaos this year was 'A Tribute to Indian Cinema'.

One could see hectic preparations begin in the wee hours of the morning for Xuberance, the choreography face-off, while the quizzing aficionados were seen busy preparing for

their up-coming challenges. The brightest of minds battled it out for being not only the quickest, but the most sharpest and accurate—whether one had to guess the wonders of the world in the 'Travel and Living Quiz' or the choicest of Hindi literature trivia in the 'HalkaFulka Quiz'—the preparation for each matched the other in terms of intensity.

The festival was officially thrown open with the inauguration ceremony in the famous Louis Kahn Plaza, with Mr. Shivanand Jha, Commissioner of Police, Ahmedabad as the Chief Guest; Prof. Ashish Nanda, Director, IIMA and other dignitaries gracing the event by their presence. The inauguration involved the traditional lighting of the lamp followed by a short address by Mr. Ghanashyam Gadhvi of the Sampada

"Roy Zaltsman, the celebrated mentalist held everyone in awe with his simple yet flamboyant mind reading abilities. One cannot forget what the 'Future' envelop held that evening!"

Museum.

As the evening closed in upon the Institute, the crowds began to flood the Louis Kahn Plaza and everyone seemed to be enjoying the carnival like atmosphere on campus. People gazed at the Force One-Formula One beauty on display, hoping for a chance to win prizes. Stalls were set up all over the lawns and while some were enjoying Rambhai's famous cutting chai, others were seen eagerly lapping up a variety of dishes ranging from home-made chocolates to our very traditional vava-pavs. But, the evening really began when the Xuberance dance performances wowed the audience with an array of dancing styles from across the world.

As the moon descended upon the campus, the 'Rock Night' began. Coshish, the band, gave the audience multiple chances to head bang their way through the night. This was the beginning of yet another fantastic festival which promised to entertain everyone and whether it be 'DJ Aqeel's Pro Nite' or the 'Coke Studio' performance, there was reason for every individual to have fun including the aspiring beauty queens who were given the perfect stage to enter their arena with the Femina Miss India audition rounds.

With day one getting off to such an exhilarating start, the campus geared itself up for non-stop action on day two. A wide array of workshops, hosted inside the campus included the likes of kite-making, dance, photography and poetry. With so many workshops, the participants had a tough time taking a decision on which workshops they would like to attend. The photography workshop had sixty keen participants willing to learn the craft from a master. A photography and painting exhibition on show, displayed the creative expressions of the skilled artisans of the IIMA



A dance to be remembered

"The final day of the quizzes saw IIT Madras emerge victorious on the scoreboard followed by IIMA at second place and IIM Bangalore at third place respectively."



It's that time of the year again!

community.

Quizzes took the front seat on December 27. With three intriguing quizzes— MELA (Music, Entertainment, Literature, Arts), Biz and Bollywood, interested quizzers from all over the city were seen participating in these intellectually stimulating events. Two of these quizzes were organized as a part of Nihilanth— the Inter-IIT and IIM Quiz festival, being conducted this year as a

Mahavidyalaya was announced as the winning team. Their street play included themes of various forms of societal discrimination. Close in at second place, our very own, IIMA put up a street play which portrayed the negative impact of the media. While events were hosted all across the campus, participants were seen taking time out to enjoy other social informal events. The campus was decorated beautifully by Rangoli as the cold evening air set in on campus.

With winter coming in with full gusto, students were seen taking to the ramp in the 'Fashion Parade'. Announced as joint winners, the teams from NID Gandhinagar and NIFT, Ahmedabad had just the right combination of what it takes to be coined 'fashionable'. One of the highlights of the evening on December 27 was the Femina Miss. India 2014 auditions. Held on campus, a total of nearly twenty participants were lucky to have the opportunity to walk the ramp and tell the judges exactly why they ought to be the next Miss. India. Declared as the winner of the audition rounds, 18 year-old Nazia Dawson possessed the right combination of grace, beauty and brains.

In one of the most anticipated events of the night, DJ Aqeel—an artist who has redefined the term DJ/ Producer in the last decade, swept the crowd off their feet with his titillating dance numbers. The audience enjoyed every bit of it and danced with sheer vigor. One could not help but ask the Gods to add a few hours to this magical winter night.

December 28 might have been the third day but the excitement had not died down any less. As usual, participants were battling it out at a different number of competitions being held across the campus. Workshops were just as interesting as the previous two days.

The 'Kirigami workshop' and 'Film Making workshop' saw budding creative artists try their hand at a new



Holding the crowd's attention

part of CHAOS. In the true spirit of celebrating 100 years of Bollywood, the Bollywood quiz was the most attended event. The team from IIT-Madras secured the highest number of points on the scoreboard at the end of the day.

The afternoon atmosphere was livened with the street play competition. Winning the competition, all the way from New Delhi, the team from Keshav

form of art. Participants also got to 'Fly a Plane' and paint pots and even faces as parts other workshops. The dance workshop saw participants swaying to popular numbers and picking up a number of dance moves.

Again, as part of Nihilanth, two quizzes were organized for the third day— the 'Lonewolf' and 'SciTech' quizzes saw participants battle it out to reach the top of the scoreboard. The IIMA team gave difficult competition to the team from IIT Madras.

The 'Stage Play' event saw various teams put up fine theatre performances. The first and second place in the competition was taken by colleges from New Delhi— Shahid Sukhdev College of Business Studies and Lal Bahadur Shastri Institute of Management took the first and second place respectively.

While the auditorium witnessed serious performances, the open-air theatre saw students battle it out for the title of Mr. Chaos and Miss. Chaos. Sudhanshu from New Delhi and Lara from France not only won the respective titles but also entertained the audience with their performances. While the sounds of Coke Studio rehearsals echoed across campus, the RJM auditorium saw a packed audience seated to attend a mind reading show. All the way from Israel, Roy Zaltsman, the celebrated mentalist held everyone in awe with his simple yet flamboyant mind reading abilities. One cannot forget what the 'Future' envelop held that evening!

The icing on the cake was of course the Coke Studio event— Ram Sampath, Sonam Mahapatra, Sonu Kakkar and Samantha Edward gave the Amdavadi audience every reason to rejoice in the sound of music. The queues lined up much before the event— testimony to the overwhelming popularity of the artists. Need we say much about the enchanting night which saw a mesmerized audience sway to the tunes of such fantastic artists? The whole town updating their location on Facebook is evidence enough. It was unfortunate however, that we were unable to accommodate some of our loyal patrons for this performance and we sincerely regret the inconvenience caused. As the night settled in, the last day of Chaos 2013 silently lay wait to conclude the carnival with a big bang.

December 29 being the final day at the prestigious carnival saw the campus abuzz with excitement. Over the last few days, the festival saw enthusiastic

participation from students in various cultural and literary events— the last day witnessed the same with a higher intensity of enthusiasm. The larger part of the morning saw the finals of the event 'Blizzards of Rock' being held on campus. This event being the flagship battle-of-bands event of Chaos, sees a slew of talented bands fight it out each year in a heated contest of music. This year the event saw fifty-two teams register, of which the top six teams had been shortlisted for performing on the final day along with competing for the staggering cash prize of ` 50,000. The atmosphere was filled with the sounds of heavy metal music and enthusiastic cheers. Coming in at first place, Delhi based 'Red Shorts' awed the audience with its music. At second place came 'Trigger', another Delhi based band, followed by 'Hindukush' from Kolkata.

The final day of the quizzes saw IIT Madras emerge victorious on the scoreboard followed by IIMA at second place and IIM Bangalore at third place respectively. The day also saw a variety of other events happening all over campus. Two dance workshops covering Jive and Zumba (two popular international dance forms) were held for the attending crowd. Both the workshops saw a very excited and active audience show up.

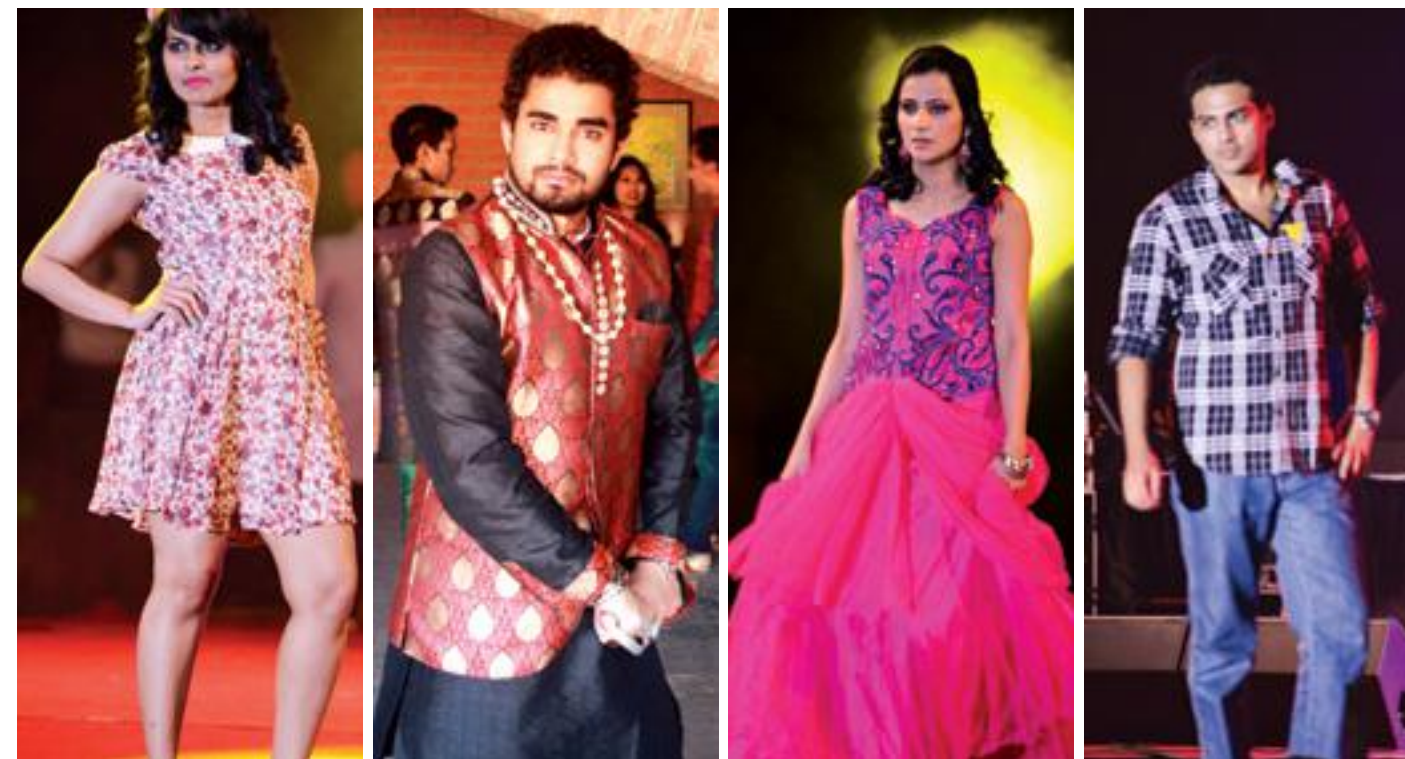
With afternoon drawing in, people were seen attending the screening of the movie 'Harishchandrachi Factory'— a film that marked the birth of Indian cinema by depicting Dada saheb Phalke's struggle in making Raja Harishchandra (India's first feature film in 1913).

And finally, the grand finale of the fest saw the Amdavadi crowds come in to watch and sway to a number of Bollywood tunes by Salim Sulaiman. The highlight of the Chaos carnival witnessed people flood the Louis Kahn Plaza to grab their seats and wait for the musical night to take shape. The Merchant brothers swept the audience off their feet with their popular numbers. As the evening wore on, the enthusiasm only seemed to escalate, as the enthralling concert kept everyone swaying to the music of the popular duo.

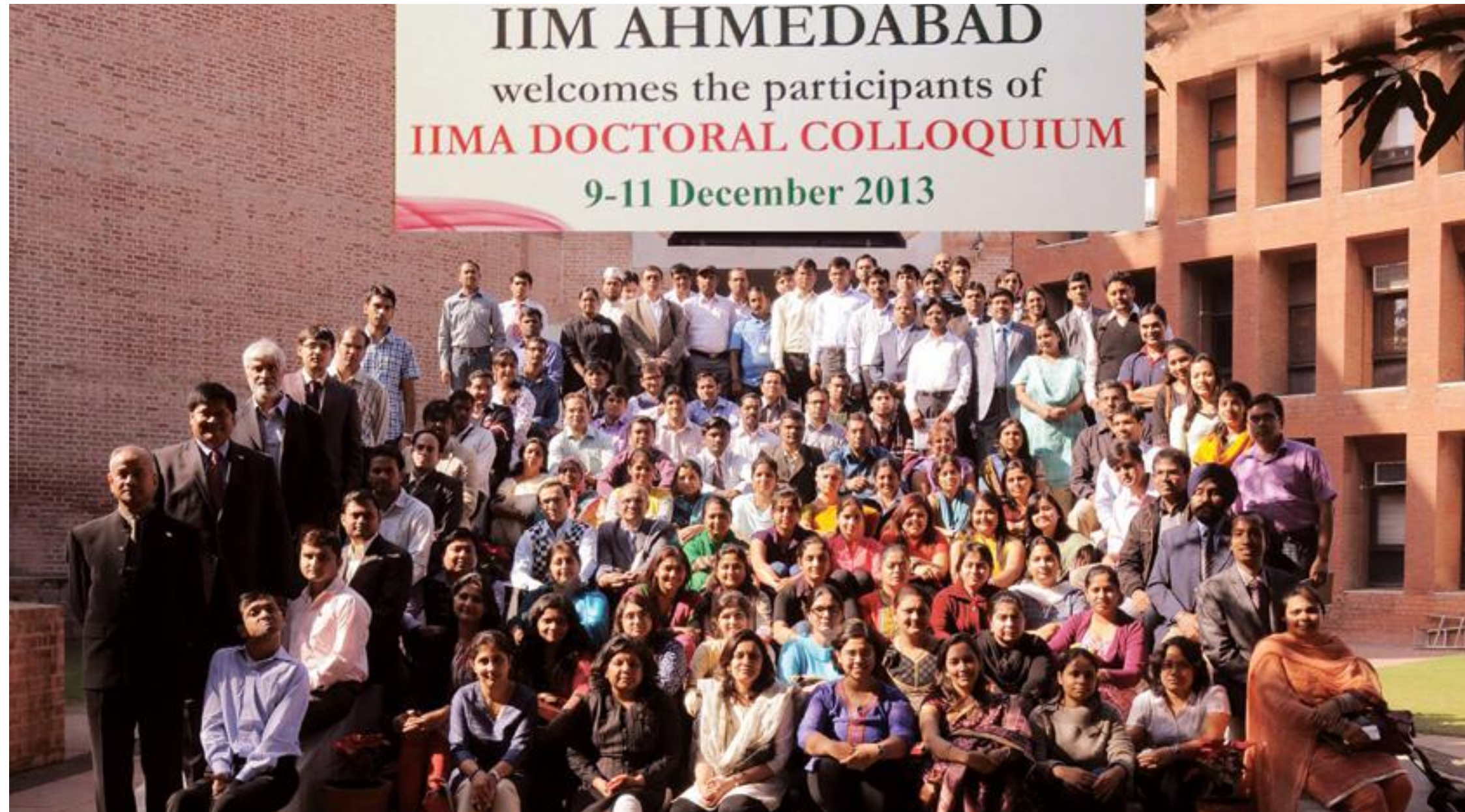
Chaos was over but the impression it left on most people is immemorial. As the night continued, people exited the gates of IIMA happy, satisfied but still hungry— Chaos will come again and it invariably leaves people screaming out for more.

"Declared as the winner of the audition rounds, 18 year-old Nazia Dawson possessed the right combination of grace, beauty and brains."

The 2013 Chaos Fashion Parade







The Harvard steps are a perfect location for a group photo

Doctoral Colloquium 2013

The Doctoral Colloquium team reports on the event

The IIMA Doctoral Colloquium was initiated in 2008 by the students of the Fellow Program in Management (FPM) at the IIMA. At the very beginning, the basic idea of the event was to bring in researchers, both budding and qualified, from different areas of management under one roof and to facilitate quality research through mentoring, sharing of ideas and via networking. This idea continued to grow, and doctoral students from different prestigious institutions continued to

meet every year at IIMA to present their thesis ideas.

From a fairly modest start, the IIMA Doctoral Colloquium has progressed considerably. Not only has this event become international, but the number of participants has grown. About 300 doctoral students and around 100 faculty members from reputed international schools including the IIMs along with eminent practitioners from the industry were part of this proceeding during the last six colloquiums. The seventh edition of the Doctoral Colloquium had more than 150 participants consisting of registered Ph.D. students, Ph.D. graduates, professors and



A warm welcome to Peter Stokes



Neharika Vohra speaks to an enthralled audience

representatives from the corporate sector. It also provided a platform to over 80 doctoral candidates to present their research over two days and engage in meaningful conversations with their peers and subject matter experts.

The 7th IIMA Doctoral Colloquium was began on December 9 and concluded on December 11. Apart from the sessions where students shared their research and received feedback from their peers and experts, the colloquium also featured four workshops on different emerging fields of research. The audiences were enthused by stimulating keynote speeches by Prof. Sumit Kundu, Prof. Viswanath Pingali and Prof. Peter Stokes.

The colloquium also had two engaging panel discussions; These were titled, 'Doing and disseminating meaningful research' chaired by Prof. D. P. Dash and 'Gender sensitization and creation of women centric workspaces' chaired by Prof. Ajeet Mathur. The discussions aimed at enriching the future generation of academicians.

Prof. Arnab Laha and Prof. Viswanath Pingali have been supporting pillars on which the coordinator Mr. Kanish Debnath has been able to build this edifice.



Peter Strokes in the midst of his session



Arvind Sahay gives the inauguration speech

Many of faculty members at IIMA have reviewed the submissions and we thank them for their unseen support.

The doctoral colloquium, an endeavor from the doctoral students of IIMA, signals a significant effort towards the creation of an academic community with a strong focus on publishing quality research.



Students discuss the day's events in-front of the banner

Amaethon 2014

The Amaethon Team talks about the success of the event

Amaethon 2014, the agri business, rural development and food summit was organized by students of the IIMA, with an aim to explore the dynamics of the sector in a changing economic scenario. The two-day event was inaugurated by Bhupendra Singh Chudasama, Hon'ble Cabinet Minister, Govt. of Gujarat. Chudasama focussed on how the intervention of technology and use of modern agri-input and extension facilities can prove instrumental in reducing risks associated with farming. Commenting on the widespread growth of the agriculture sector in Gujarat, he said that the improved

effort of the government and role of agricultural institutions are important contributing factors. The minister released the food, agribusiness and rural magazine, *The Hyphen*, on the occasion. Admiring the concept of Amaethon, Prof. Arvind Sahay expressed that Amaethon is a great platform for exchange of beliefs and ideas among students, academia and potential leaders of the agri-business world. In conversation with media reporters, Prof. Vasant Gandhi, (Faculty advisor Amaethon 2014) and Prof. G. Raghuram, threw some light on prospective development of agriculture enumerating stories of recent advances in the sector.

The first workshop of the day was an engrossing session on Rural Marketing, under the theme 'Opportunities Beyond Imagination'. The workshop

was conducted by Pradeep Kashyap, CEO, MART. Kashyap, who has worked in the rural marketing sector, highlighted the "dramatic transformation of the rural sector in the last decade." Giving various interesting examples and anecdotes, Kashyap emphasised that rural economy is growing faster than the urban economy and is highly heterogeneous, which is a challenge for marketers. Commenting on the seemingly bleak global economy, Kashyap said that India can bank on its backup markets - the small town and rural markets - to drive demand. The main challenges in tapping the rural markets were reach, distribution channels and innovation. Co-creation and use of social infrastructure will go a long way in meeting the needs of the rural consumer, he observed. Pankaj Mishra, Partner - Agribusiness, MART explained the innovative

marketing approaches that MART had provided to its clients in rural consumer durables, FMCG and pharmaceuticals.

The panel discussion on agribusiness —‘Reinventing Agribusiness: Building Competencies and Delivering Growth’ was moderated by Prof. Ravindra Dholakia, Economics area, IIMA. The panellists included V.R. Kaundinya, MD, Advanta Ltd., Manoj Rawat, Sr. VP and Head, Agribusiness, Ratnakar Bank, and M.K. Mudgal, Chief General Manager, NABARD, Gujarat. Kaundinya spoke about the trends in the agronomic aspects of agriculture, highlighting the collateral damage that has happened due to overuse of agricultural inputs and the need for orientation towards sustainable agriculture. He said that there was lot of research on value being transferred into the seed, as in crop protection, water use and nutrition. Rawat stated that credit was a very important component in agricultural as it was the capital required to meet all agricultural input needs. Mudgal underlined the current warehouse requirements and challenges,

remarking that the existing storage capacity for agricultural produce is only 100.52 MMT, when the requirement is actually 223.65 MMT. The two-day event witnessed the participation of over 450 students from various agriculture and agri business institutes across the country.

Day two of Amaethon 2014 turned out to be another exciting day. The Panel ‘Leveraging the transformation in Food Demand-Unlocking the potential’ featured Siraj Hussain, Secretary, Ministry of Food processing; R. S. Sodhi, Managing Director, GCMF; Atul Chaturvedi, CEO, Adani Wilmar Ltd.; C.P. Charles, Senior President; Shakti Group, and was moderated by Prof. Raghuram. Shriraj Hussain said that the major problem for the food processing industry was that the

procurement of raw material is regulated. Because of the need to procure from mandis the quality was poor and the losses were high especially in fruits and vegetables. There is a need collaborate with institutions such as IIMA to address this problem. Atul Chaturvedi said that India has 52% of land which is cultivable compared to just 11% in the world. This is a major advantage. The consumer profile is changing towards packaged foods and this is the biggest opportunity for marketers. R. S. Sodhi, said that the food sector is one sector where there can be a no slow down until we have a stomach to feed. The bullishness in the last 2-3 years is so huge that it is becoming very difficult for an individual manufacturer to address. He emphasised the need to strengthen supply chain to meet the demand. Mr. Charles said that the productivity of our



Gathered in the auditorium



Leaving the auditorium after an engaging session

dairy animals is very low and a good institutional structure is needed at the village level to transform this. The panellists repeatedly appreciated the work of IIMA in the promotion of agri business in the country through its graduates and advise.

This was followed by a lively supply chain and logistics workshop ‘Bridging the Missing Link’ by Prof. ChetanSoman, and Manish Agarwal of Gati Kausar Cold Chain Solution Ltd. Agarwal showed that agricultural cold storage is highly fragmented and the capacity is highly insufficient. Prof. Chetan Soman illustrated a case study on “Inventory Build-up” and said that the objectives of supply chain management has remained the same, but the means and methods keep changing.

Then there was an engrossing panel on ‘Rural Development, Empowerment and Inclusive Growth’ featuring Dr. Y. K. Alagh, Former Union Minister, Dr. Mirai Chatterjee, Member – National Advisory Council, Dr. C. Suvarna, Special Commissioner Rural Development, AP, and Mr Anoop Kaul, of Basix. The focus was on how to make the growth and rural development more inclusive and address alleviation of poverty. Dr. Y. K. Alagh said that policy interventions should be based on economic patterns that nearly 1800 villages had turned into Census Towns and required markets and infrastructure. Dr. Mirai Chatterjee showcased how women organizations promote income generation and link credit and savings with markets for rural and tribal populations. Anoop Kaul said that Basix addressed inclusion through many different perspectives.

The summit ended with a thoughtful address by Prof. Ajay Pandey, Dean, who emphasised the great value of the agribusiness program at IIMA, Prof. Sukhpal Singh who pointed to numerous challenges

opportunities and challenges in the agribusiness and food sectors, and Prof. Vasant Gandhi who showed the great potential for growth in these sectors. Finally, concluding messages and vote of thanks was delivered by the enthusiastic student organizers of the Amaethon summit—Vishnu Rathore, Manish Naithani and Tanmay Rakshit.

Alumni News

► Pavan Kapoor appointed as High Commissioner

It is with a great sense of pride that we congratulate Pavan Kapoor, PGP 1989 on his appointment as the High Commissioner to Mozambique. *Alumnus* wishes him all the best.

► ICAI University, Mizoram holds second convocation



J.P. Ramappa at the Convocation

J. P. Ramappa, PGP 1973 wrote into *Alumnus* to announce that ICAI University held its second convocation on November 8, 2013. Ramappa, the Vice Chancellor of the University delivered the opening speech while the Governor was the chief guest for the event.

► Pradeep Bhardwaj organizes first medical rescue operation in Keidarnath and Badrinath



Pradeep Bhardwaj

ten doctors, Pradeep Bhardwaj is the recipient of many national and international awards in health care such as the Rajiv Gandhi Award and the Rashtriya Rattan Award.

Pradeep Bhardwaj, MDP 2011, saved a total of 311 pilgrims in Gaurikund, Kedarnath and Badrinath by carrying out medical rescue operations. One of the first to reach Gaurikund, Dr. Bhardwaj was quoted saying that, "The most affected were senior citizens and women." Listed under India's top



At Kedarnath

► Clarity begins at Home: Trust Internal Communication to create Alignment

Thomas T. Abraham, 3TP 2000 writes into Alumnus with an interesting article on Internal Communication

As a practitioner who has handled 360 degree communication covering all stakeholders, I have often noticed a tendency to assign attention in proportion to outlay. Consequently, internal communication, with its relatively modest budgets, does not get its due from some constituents of the managements. If only, the outcome, and not the outlay, were to be reckoned, businesses would benefit through internal communication, which creates employee alignment, without which there is no sustainable brand or customer satisfaction.

Through this article, I hope more business organizations step up internal communication, with the prior knowledge of likely challenges, pitfalls and essential facilitating attitude. This attempt has been prompted by the diffidence and scepticism that exists at various levels in a large number of organizations. I hope to inspire corporate communicators to participate in change management and co-create history, rather than being just chroniclers of history.

In internal communication, a company deals with its own employees who are core participants in its operations and hence very much in the know of things. Internal communication does not have the glamour and big budgets of advertising but to ensure bang for the communication buck, the first rupee needs to be invested. Enlightened organizations recognize internal communication as essential management action of strategic import in order to ensure employee alignment and delivery of the brand promise.

Yet, communication has to respect the compulsions of the 'need to know' principle. A partial answer is segmented stratified communication by developing differential contents (needs clarification). But then, how effective can firewalls be, among people who spend all their days together? The ITES businesses face additional challenges in dealing with employees who are well-networked internally and externally, making segmented communication even more challenging. The brick-and-



Thomas T. Abraham

mortar sector has its own challenges arising out of a more heterogeneous audience, where some sections lack the access to communication networks. It involves thorough planning of content, media and scheduling to orchestrate

effective message delivery without causing contradictions and the agony of exclusion.

There is also a common failing of not investing in research, instead backing hunches. Internal communication tends to be more 'labour-intensive' and less 'budget intensive'. Hence, additional monies for research, unlike with high budget external campaigns, are often frowned upon. If only the outcome, and not the outlay, is reckoned as the denominator, the research budget will get ready approval. Otherwise, considerable management time and some good money will be spent based

on the guesswork of a few. A system for research-backed evaluation also signals seriousness.

Pre-requisites of Effective Internal Communication:

1. Acknowledge the RTI

Where people are defined by the labels of designations and salaries, it is not easy to be egalitarian. It takes some unlearning and regular re-enforcement to be able to respect individuals and their equal right to information. It is not easy to resolve the contradictions of IR and HR, the two mind-sets of guerrilla warfare and an abiding faith in human potential and goodness.

Effective internal communication recognizes the role of employees in defining and delivering the brand promise. It recognizes the human urge to know the big picture and the individual role in it. It recognizes the human need for team membership and for the opportunity to do one's bit in the cause of a winning team.

2. Institute feedback mechanisms

Even iconic organizations, toasted as employee-friendly, have been jolted by rude shocks of employee unrest. When feedback mechanisms choke, the organizational smokedetectors fail to work. Avoiding the inconvenient and shooting the messenger will filter out bottom-up communication. Feedback empowers the giver and the receiver. Employee portals are a parallel channel but are double-edged swords: they allow quick remedies before dissatisfaction snowballs, but the flip side is that bad news can spread and may even spill out of the company. When I joined an auto component company, I used to have my breakfast at the canteen. Thanks to my anonymity, I got to know my internal customer far better than in any induction round. Once I heard someone asking: "Why is the company not giving compressed air to fill our cycle

No-brainers for Communication

- Nothing short of a well thought out plan in terms of desired outcome, communication objectives, contents, media and scheduling, can ensure results.
- To know the audience is to discover their awareness levels about the company, the industry and beyond. Equally important for a communicator is a grasp of their psychographics, opinions, attitudes and even their vocabulary.
- Opinion surveys are no substitute for the insight gained by meeting people.
- Ingenuity, not the budget, will determine the outcome.
- Communication can help organizations change the course of their history. Grab the opportunity to create history, rather than only narrating it!

tyres?" True, the company had installed air filling points in the car and scooter parking areas, but not in the cycle stand. On checking, the transport department explained to me that cycle tyres would burst if the compressed air were to be made available. I got the employee to send in a letter which was published in the in-house journal, along with the transport department's logic. Hopefully, that must have deflated the sense of discrimination and indignation swelling in many hearts and stopped the misinformation from spreading. Like an exhaust fan, transparent communication clears the air. Such a system fulfils the recognition need and satisfies the urge to be heard. It also keeps the administration on its toes.

If only we can read minds, we have a chance to clarify and correct so that differences of opinion do not degenerate into conflicts. It takes a facilitating organizational ethos to promote, or even tolerate, transparent two-way communication.

3. Believe in it

For communication to deliver to its potential the entire management team should recognise communication as a leadership responsibility. Including some diffident communicators, and some secretive by nature or job role, all should realise that leadership has to be visible and audible. This is true for nations as well as organizations. Unless the management team has faith in the efficacy of communication, don't even start the exercise: it can, at best, run for some time as a routine and then peter out, to become the latest joke inside the company. The change of mind that communication seeks to effect in a group is a long haul, requiring tenacity and

persistence which can only come from an abiding faith in communication. The leadership challenge is to convert a group with its inevitable mix of enthusiasts, neutrals, sceptics and disruptors, to create a critical mass that is on the same page, sharing the vision that defines the company's reason for existence, the mission that spells out the means, and the responsibility to together make it happen. Along this journey, it helps to have interim milestones, short-term results and visible, tangible victories. Much like a cricket team identifying interim targets when chasing a huge total.

4. Be consistent and credible

A leader is a man with a dream, a credible dream. He is Moses pointing at the Promised Land. Why would anyone leave the relative comfort of the present home and risk the unknowns on the uncharted terrain that lies ahead? The destination has to be attractive. Each follower should see benefit. More importantly, the follower should trust the leader, his sincerity besides his abilities to lead. An employee will judge the company's intent by its actions. A company's declared objective of winning the Deming award will sound hollow if the line supervisor passes defectives. Assessed using a uniform touchstone of the essential brand values, all organizational processes, decisions and actions across functions have to be aligned to the declared objective, and consistent with the desired brand persona. It is easier to build trust than to rebuild it. Internal communication has many similarities with interpersonal communication. Interpersonal relations are founded on predictability. Non-communicating organizations, like friends in hiding, will find it awkward and difficult to break the silence. Here too, honesty is the best policy. Own up to the silence and say upfront that there would be more frequent communication and why. Otherwise, sudden, unexpected overtures will leave the employees speculating: what's up? Once having started, be consistent. Do not break the promise. Do not clam up when the going gets tough. Such times are the real test and can be a clincher of trust and a healthy relationship.

5. Innovate for results

For sheer result-orientation in the difficult task of winning over hearts and minds, some of the best examples are political and religious organizations who play with high stakes: votes and souls, respectively. They actively encourage their members to participate in structured and extempore events. Slogan shouting and testimonials delivered in public, commit them to respective ideologies. Company anthems, sung together, have a similar effect. Rituals, suitably modified for specific contexts, can enhance impact and memorability for the participants.

PGP-ABM ranked first in Eduniversal's top 50 best Programmes

Yet again, the PGP-ABM program at the IIMA has retained its number one ranking in the Eduniversal Best Master's Ranking in Agribusiness/Food Industry Management for the year 2013-14. It was ranked number one in 2011 and 2012 as well. Do visit <http://www.best-masters.com/ranking-master-agribusiness-food-industry-management.html> to find the list of the top 50 programmes.

The power of suggestion cannot be underestimated. Powerfully delivered communication can effect temporary mass hypnosis. Purposeful use of audio visual elements can deepen the impact, and should be employed unless the leader is a Mark Antony.

It does not necessarily take big budgets to create impact. If alert, communicators can identify what grabs public attention from time to time. Be it the latest chartbuster or an exciting India win, by associating them in communication, the values they share with the brand can be captured. What works on the audience has to be employed. It may be events, it may be contests or quizzes – all these are high on energy, and doubly potent, being vehicles of participative communication. For Communicators, Internal communication is the opportunity to create history, rather than only narrating it!

About the Author: Thomas T. Abraham headed Corporate Communications in Bosch and Ashok Leyland for a quarter of a century; he has led strategic communication for change management and organizational competitiveness in the pre/post-Liberalisation era. Post his retirement as Special Director at Ashok Leyland, he has been a consultant to business and non-profit organizations. His other interests include travel, writing, photography and designing.

Sivakumar Alur invited as Speaker



Sivakumar Alur

Sivakumar Alur has been invited as a speaker to attend the AACSB 2014 International Conference and Annual Meeting which is scheduled to be held between April 7-9, 2014 at the Marina Bay Sands in Singapore. *Alumnus* wishes him all the best!

Agy George interviewed in Outlook Business

Agy George, PGPX 2011 who currently heads Apac Sales, TAKE Solutions has been interviewed in Outlook Business. You can read his interview dated February 1, 2014 on http://business.outlookindia.com/article_v3.aspx?artid=289162.



Agy George

Vijay Merchant joins the board of HDFC as Independent Director



Vijay Merchant

Vijay Merchant has joined the board of HDFC Bank earlier this year as Independent Director. Merchant has been on the board of HDFC Asset Management since 2007 and is also a member of Risk Management, Customer Services and Share Allotment committees.

CCS ranked 50th think-tank across the globe

The Centre for Civil Society (www.ccs.in) has for the fifth consecutive year in a row— been ranked India's top think-tank according to a yearly report compiled by the University of Pennsylvania. A laudable achievement, CCS is now 50th in the world out of a total number of 6,826 think-tanks. Further on, three IIMA PGPs are currently associated with CCS— Harsh Shrivastava, PGP 1995 who joined CCS in September 2013 as Chief Operations Officer; Subhalakshmi D, PGP 1999 who joined in December 2012 and is the Associate Director of Skills and Livelihoods and Meeta Sengupta, PGP 1994 who since December 2013, is the Senior Advisor for CCS's Advocacy and National Independent School Alliance.

Batch News

Burmese Days

Milind Yedkar, PGP 1986, is an avid blogger and traveller. He writes into *Alumnus* to give the readers an insight into his experiences during his travels. Check out his blog at milindthemuse.blogspot.com to read more!

It was late October last year when I suddenly realized that yet another entire year had gone by and I had once again, failed in my attempt to schedule my Christmas vacation. I was speaking to a travel agent and was exploring the possibilities of vacationing in different locations when I suddenly decided to ask her, "How does Myanmar sound?" Visions of the country began to form in my mind and I scratched my knowledge base about the country. Myanmar is a country rich in history; it also has close ties with India and has turned its back on a progressing world. With this though, I was brought out of my brief reverie since I was interrupted by my travel agent who wanted to know if I had already started planning for the next year.

All hotels and flights were fully booked through January and there was nothing to be done about it. The meager tourist infrastructure in Myanmar is currently being swamped by a global audience whose curiosity, slaked by the heroics of Aung San Suu Kyi and the desire to conquer undiscovered pastures, has swollen way past the danger mark. It was only last month that the fortune Gods smiled upon me; a gap in my schedule met a rare lull in Myanmar's tourism boom. There it was—my opportunity to go to Myanmar. I grabbed it without any further delay.



A temple in Bagan

At first sight, Yangon is a small town, frozen in colonial times. It reminded me of what a small Indian city must have looked like in the early sixties. Residential areas were dotted with cute bungalows laid out in neat little colonies. A small port with adjoining ware houses minus the usual stack of containers nestled a Victorian era hotel. The roads leading to the docks were lined with buildings which were constructed during the colonial era. Yet, visions of another era came to mind. The only pieces missing were the horse drawn carriages; the languid pace of a previous generation is, today replaced by the frantic honking of automobiles trying to extricate themselves from a painful traffic jam.

The streets of Yangon were lined with billboards announcing either the launch of the latest gadget or the latest fairness cream there by creating a desire for a fairer, unblemished skin. A gold rush is underway in Myanmar as global brands jostle for the attention of a recently unshackled 60 million populace. Chinese brands which had maintained their country's long close relationship with Myanmar are suddenly being challenged by the Koreans, Americans and even the usually cautious Japanese.



Another Pagoda near Mandalay

Missing in all this action, were the aspiring global Indian brands. The roads were populated by the Hondas and Yamahas. I silently looked around and wondered, "Where are the Heros and Bajajs or for that matter the Tatas and Mahindras or the LGs and Samsungs?" Much is made of the West's bias against India's foreign policy and the recent reorientation to 'look east'. But what explains the reticence of Indian businesses? I could not help but wonder if this reflects their risk aversion or the inability to see Myanmar as a backyard or a case of Indian businesses being financially fettered by the unanticipated slowdown on home turf.

As we strolled through the market area, we overheard the Hokkein of the Singaporeans and the loud Mandarin of the Chinese, the populace of which is high amidst the Koreans and the Japanese. Restaurants catering to these visitors were ubiquitous. The absence of any Indians or recently opened Indian restaurants was another pointer to the situation. It seems hard to believe today that Rangoon, as Yangon was previously called, had a high population of Indians and Chinese at the time of Independence. The Xenophobia stirred up



A leaning tower near Mandalay



Lions guarding the walkway up Mandalay Hill

by Gen. Ne Win and his cronies in the early Sixties drove away enterprising businessmen as Myanmar closed itself to the world.

On the streets everyone seems to prefer wearing a longyi (what we call lungi) wrapped around their waist – the women wear it with a matching top, while men wear short sleeved shirts. It is quite difficult to envision the future of the textile industry in Myanmar! After all how many longyis can you buy with any enthusiasm in a lifetime? It appeared to be the garment of choice even amongst businessmen in offices. It did however, come as a relief to see that the pilots were clad in standard attire though this would not have inspired much confidence in the several flights we took around the country in airlines little known outside Myanmar.

As we hovered above Myanmar, I could not help but go down history and think of earlier days. The airports are just about a little more than landing strips with an adjoining administration building. For the guards, security checks seemed an unwarranted intrusion into their gossip filled lives; this was something they were eager to return to with unsurprising alacrity. A tap with the metal detector on your left shoulder and another



Water is the preferred mode of transport in Northern Burma



A fisherman on the Inle Lake

on your rights sufficient; nothing stops you from carrying your water bottles in open view! Had I knelt down, I could at least have collected a couple of knighthoods! We were warned that timetables (like those of the Indian Railways) were merely indicative and we found out how true this was at Inle Lake. We arrived at Heho airport after a long road journey, well ahead of time only to hear the sound of an aircraft overhead. The plane had landed. Ten minutes later we were seated and off we went. I glanced at my watch and we were a full three quarters of an hour ahead of schedule. The pilot was clearly a man in a hurry!

It was a pleasing sight to look outside the airplane window since below me lay a verdant countryside. Considering the fact that it was the monsoon season, the farmers had done their work on time. Of the two occupations the Burmese seem to revel in, one is agriculture while the other is building Pagodas. These come in all sizes but there are two constants on which they concede no ground to creativity; one is shape— all of them, and by all, I do mean every single one of them



Jataka tales carved in wood in the Golden Palace Monastery

are replicas of the famous Shwedagon Pagoda in Yangon; it is the most holy and revered shrine in all Myanmar. The other constant is color; all the Pagodas are uniformly the color of gold. I found it to be quite inconceivable that a business, selling golden paint can suffer from a shortage of demand! These Pagodas are everywhere—in cities, in villages and even in the midst of fields. Many of these are erected to atone for the bad deeds committed during one's lifetime. The Dhammayangyi Pagoda is the largest in Bagan and was built by King Narathu to atone for the patricide and fratricide he committed in order to ascend the throne. Likewise, right next to the Shwedagon Pagoda in Yangon is an equally large one built by Gen. Ne Win; I was in no doubt that this one was built to appease the Buddha for crimes he committed in the course of leading a ruthless regime. Burmese Buddhism seems to have conveniently built an escape hatch. Where would religions be, if man failed at sinning! A Pagoda in a sense is more a monument to man's incorrigible ways than to the glory of the Buddha!

A Meeting in Trivandrum

T. Ramaswamy, PGP 1966 gives us a brief account of a golden alumni meet held in Trivandrum earlier last year

In the last week of November, 2013, two veteran alumni from the Pune Chapter, visited Kanyakumri— On their return, via Trivandrum, Subhash Bhawe, PGP 1966 and Shashi Sharma, PGP 1973 encountered a pleasant surprise when they met senior veteran alumnus, T. Ramaswamy, PGP 1966 after 48 years. This reunion proved to be nostalgic in every sense of the term. They spent two days together in Trivandrum and thoroughly enjoyed themselves with by sharing anecdotes and experiences.

The trio also met V. Harihara Subramaniam, PGP 1971 who is currently working as Dean, Asian School

of Business, Trivandrum. They were invited to interact with the faculty and students of the ASB on November 29—a truly unforgettable experience for them especially since they were given a chance to address students of the premier institute on topics ranging from agri-business to the ethics and spirituality with application to management thereby, kindling the interest of the MBA students, who in turn derived the best out of the session by asking several related questions.

Owing to prior engagements, Rakesh Gupta of Allianz Cornhill and Roy George (alumni of the Institute) could not attend the event. Other alumni working or settled in Kerala may contact T. Ramaswamy at ramas342011@hotmail.com to ramp up the IIMA alumni activities in this region.



Shashi Sharma, 1973 (left); Subhash Bhawe, 1966; T. Ramaswami, 1966 (right) and V. Harihara Subramanian, 1971 (standing)

Chapter News

Pune Chapter-I

Vinita Dang Mohoni, PGP 1982, reports on recent events held by the Pune Chapter

Attended by alumni from diverse batches, a stimulating workshop was held at Yashada on September 28, 2013 in Pune. With an introduction by Arun Wakhlu, Chairman, Pragati Leadership followed by a brief speech by Pradeep Bhargava, Director, Cummins and Vishweshwar Raste, activist— the programme remained an interesting one.

In a nutshell, Bhargava stated that we can make a difference to our city provided that the will exists; he further added that as an alumni association we have a powerhouse of talent from one of the best intellectual



Smiling for the camera

circles in the country. He provided the audience with personal examples of how he has contributed to Pune by furthering improvement in electricity availability to the city and secondly, driving forward women's safety initiatives through colleges, hospitals and other institutions. Both Bhargava and Wakhlu talked about another program called 'Tech for Seva' — an initiative being carried forward by IT professionals and Cummins college students and of which they are both a part of.

With the help of slides Arun Wakhlu talked about his experiences and the concept of a free flowing idea generation process connected with Pune. He used a trademarked technique of 'open-spaces'. The essence of his talks included the idea that we set no limits, prescribed group sizes and topics and absolutely no time limits; we must simply provide free flowing interaction within small groups to discuss topics which concern us the most.

The discussion progressed very naturally and with its own momentum. The result of these talks included a list of topics that ought to concern us most about. Some of these topics are:

1. Traffic and roads
2. Cleanliness
3. Safety
4. Geriatric Care

Groups discussed ideas associated with what they could do in each of the given areas. In conclusion, Wakhlu suggested that we should start off small; we must take on a tiny part of the issue that concerns us and make an improvement in the situation. He further

went on to promise that he would connect the groups with NGOs and relevant government bodies with whom we could network and take the initiatives forward.

Yet, the ball lies within the court of alumni to take these ideas forward and convert them into initiatives in order to improve the beautiful city that Pune is. Let us hope this manifest!

The next step after this discussion will be to meet and share the group's experiences involving the outcome, with the Pune Chapter. Until then, goodbye!



Listening intently

The Governing Council, IIMA

A. M. Naik	Group Executive Chairman Larsen & Toubro Limited, L & T House, Ballard Estate, Mumbai- 400001
Ashok Thakur	Secretary Department of Higher Education, Ministry of Human Resource Development Government of India, Shastri Bhavan, New Delhi- 110001
Yogendra Tripathi	Joint Secretary & Financial Advisor Department of Higher Education, Ministry of Human Resource Development Government of India, Shastri Bhavan, New Delhi- 110001
A.M. Tiwari, IAS	Principal Secretary Education Department, Government of Gujarat, Block No.5, 7th Floor, Sardar Bhavan New Sachivalaya Complex, Gandhinagar- 382010
K.P. Joshipura	Vice Chancellor Indian Institute of Teachers Education, Government College Campus, Nr. Mahatma Mandir, G-4, Sector-15, Gandhinagar- 382016
Sanjay S. Lalbhai	Chairman & Managing Director Arvind Ltd., Naroda Road, Ahmedabad -380025
Chintan N. Parikh	Chairman and Managing Director Ashima Limited, Texcellence Complex, Khokhra Mehmedabad, Ahmedabad- 380021
Pankaj R. Patel	Chairman & Managing Director Cadila Healthcare Limited, Zydus Tower, Satellite Cross Roads, Ahmedabad- 380015
T. V. Rao	Chairman, TVRLS 603- Parshwa Building, S.G. Road, Opp Rajpath Club, Bodakdev, Ahmedabad -380015
Rama Bijapurkar	Management Consultant 314- Nirman Kendra, E. Moses Road, Mahalakshmi, Mumbai- 400011
D. Shivakumar	Chairman & CEO – India Region PepsiCo India Holdings Pvt. Ltd., 3-B DLF Corporate Park, S Block, Qutab Enclave, Phase III Gurgaon- 122002, Haryana
Vasant Gandhi	Indian Institute of Management, Ahmedabad- 380015
Rekha Jain	Indian Institute of Management, Ahmedabad- 380015
Kiran Karnik	S-315, Panchsheel Park, New Delhi-110017
Srikant M. Datar	Arthur Lowes Dickinson Professor of Accounting Harvard University, 11 Candleberry Lane, Weston MA 2493, U.S.A
Ashish Nanda	Director Indian Institute of Management, Ahmedabad- 380015



Awaiting the beginning of the session

Pune Chapter-II

Shrikant N. Pangarkar reports on events carried out by IIMAAA during Diwali

A pre-diwali get-together was held by the members of the Pune Chapter(IIMAAA) on the terrace of the Poona Club on October 25, 2013. It was that time of the year again when firecrackers and beautifully lit diyashog the spotlight of mostly everyone's lives. The event held in order to celebrate Diwali saw alumni turn up to witness the spectacular festival along with their families. A talk held by Dr.Chiplunkar, an expert in sports medicine (non-evasive therapy) comprised of topics of general interest such as health, wellness and fitness. He made an informative presentation on diet, exercise and the lack of it. Chiplunkar further talked about methods to keep ailments away and how to remain fit without the help of medication. Games were organised for the spouses and children but owing to the shortage of time, dinner had to be served soon. People were seen enjoying the event and the venue. Many spouses agreed on the idea that such events need to be held more often. Dr.Bhave talked about his visit to the IIM-A and his discussions held with the Director and the alumni office.



Shyam Laddha explaining modalities at Jeevan Suraksha

Nagpur Chapter

Prakash Shesh, PGP 1974, President of the Nagpur Chapter, writes into *Alumnus* to talk about events held by the members

Six out of ten members belonging to the PGP batch of 1979 and before, patted themselves on their backs for having completed a full circle of hosting chapter meetings at a given member's residence within the time frame of the previous twelve months. We decided

that instead of having the fairly agenda-less meeting that we do, the hosts of a particular session should choose a popular topic of their choice and address the gathering of people at their residence. We did however; modify the bye-laws to ensure that the spouse had to compulsorily clap!

The months of November and December turned out to be amazing months for the members of the Nagpur Chapter. Beginning in reverse chronology, December 17 was a red letter day since Meenakshi and Sharad Brahmne (PGP 1976) hosted a lovely terrace party— the terrace was decorated beautifully with the likes of buntings, halogen lights and banners in order to warmly felicitate Sunita Jageshwar Sahari, PGP 1976 who had just taken over as Chief Secretary, Government of Maharashtra. It was a great homecoming for Saharia who had been a member of the Nagpur Chapter for many years when he was Commissioner of the Nagpur division. Ankur Gupta, also a fellow batch-mate from Mumbai, added to the bonhomie. We quizzed and ribbed Saharia about his strategies to manage his political bosses and got a glimpse of why he was chosen to be the numero-uno bureaucrat of a front-line state.

On December 3, we visited the Jeevan Suraksha Hospice and Palliative Care Center run by Sahari and Dr. Shyam Laddha (not to be confused with our member, Shyam Laddha). We had all been highly impressed with a talk that Dr. Laddha gave in one of our chapter meetings incidentally hosted by his namesake, about the 24x7 nursing care offered to aged and bedridden senior citizens who cannot be looked after by their relatives at home and are refused admission by old-age homes. Our chapter plans to work in some manner with this institution.

On November 30, Prakash Shesh hosted, at his residence, the first chapter meeting of the new cycle. There was a lot of CP and Alka announced dinner to put an end to it. Many felt sorry for the professors at IIMA who could not use such effective strategies after Shesh's thought provoking talk on the idea that, 'It is not necessary to be religious in order to be spiritual'. Members have actually started looking forward to the next chapter meeting. Enclosed below is a list of the members of the Chapter. We will return with more news. Do keep reading!

List of Members (IIMAAA Nagpur Chapter)

Name	Batch	D.O.B	E-mail Id	Mobile Number	Name of Spouse
Ramesh Bhagwat	PGP 1971	13/09/46	bhagwatr@yahoo.com	9422112453	Shobhana
Prakash Shesh (President)	PGP 1974	2/07/52	creativepds@gmail.com	9823042334	Alka
Sharad Brahmne (Secretary)	PGP 1976	16/10/48	quantumhitech@yahoo.com	9765086000	Meenakshi
Shyam Parate	PGP 1977	15/08/52	flightnagpur@gmail.com	9890873297	Jayshree
Rakesh Kumar Khator	PGP1978	5/02/55	rakesh.khator@lighthouseindia.com	9890168701	Alka
Shyamsunder Laddha	SPA 1979	5/02/54	vasudharanag@gmail.com	9372360250	Lata
Milind D. Choure	PGP 1983	16/10/58	mdchoure@gmail.com	9823043306	Veena
Anil Tikalkar	PGP 1985	1/01/61	tikalkaranil@rediffmail.com	9823020001	Swati
Mahesh Jagdeo	PGP 1995	26/06/70	mahesh.jagdeo@targetexplorations.com	9823120245	Ashwini
Saurabh Sharma	MEP 2006	21/09/76	25802sau@gmail.com	9822641867	Shikha

Chief Guest for 49th Convocation

Anand Mahindra, Chairman and Managing Director, Mahindra & Mahindra has accepted the Institution's invitation to grace the 49th convocation as chief guest. The convocation will be held in the campus on Saturday, March 22, 2014.



A skit being performed by students of the Udbhav School

The Hyderabad Chapter

Sowjanya Bonda writes into the magazine to give us an account of the happenings in Hyderabad

Come November and the Hyderabad alumni chapter gears itself up for the annual lecture series —The Ravi Mathai Memorial Lecture –III. This annual event has now secured its place among three major events which include Synchrony with a turnout of over 90% of the alumni.

The backstage is the perfect place to begin. We could see enthusiastic participation from the corporate offices of the alumni. Everything was in place —the venue, banner and back stage design, press coordination, projector, the giant display, mementoes, drinks and food. The yummy deserts were brought in by different alumni.

To enable the grey heads to focus on the heavy duty stuff, there were fun activities planned for the kids. As always, we began with the performances of kids from our Udbhav School. Their skit on corruption and acrobats for 'jai ho' received a standing ovation. There was a magic show and a couple of tattoo and balloon counters which kept the kids at bay for the rest of the evening.

This time the topic being 'The State of Indian Economy', we invited K. V. Kamath to represent the corporate sector; Aravind Kumar to represent the government sector; and Arvind Sahay to represent the academia. Kamath emphasized the importance of infrastructure to encourage manufacturing, supply and distribution in order to further the agricultural sector. Kumar was of the opinion that the trade deficit is a key challenge and proposed reducing imports of gold, coal etc. while working on business and financial regulations. Arvind Sahay highlighted the importance



The striking venue

of trained manpower and the role academicians. Kamath closed in on an optimistic note by saying, "Presence of challenges indicates lots of opportunities and India is just waiting for people to grab these for now is the best time to contribute to the Indian economy."

Our chapter has successful opportunity seekers. Mohan Gandhi, PGP 2012, created a software called Entersoft which has recently won the Best Software Product of the Year, from ItsAP (earlier called HySea). Be it fields related to technology, e-commerce, education or services—the Hyderabad chapter has its very own set of budding entrepreneurs.

The chapter has lately assumed a new avatar of de-facto incubation center for these up-coming enterprises. We find mentors, investors, customers, vendors, freelancers and evangelists here. The pat on our back that we receive for our small successes and the shared celebration of our big ones makes it an even more memorable experience to be part of this chapter.



Engaged in conversation

The recent special screening of the Telugu movie 'Uyyalajampala' —the first movie produced by Ram Prasad under the Sunshine Cinemas banner, is just an instance of this shared celebration. It was interesting to know that the alumni of the PGP 1991 batch hold about 80% share holdings in the banner. So, my fellow mates outside AP, you know which CD to buy next!

Oman Chapter: Alumni Meet 2014

Sanjeev Madavi, PGP 1999 and Chapter President talks about the get-togethers in Oman

Oman, for most of us in India, is a small country that lies on the other side of the Arabian Sea nestled on three sides by Saudi Arabia, UAE and Yemen. What is significant is that this country proudly hosts an IIMA alumni population of 35 people ranging from PGP 1972 to PGP 2006. Last year, our senior most alumni, G. S. Vasuki, PGP 1972 left Oman after nearly 40 years to settle in Bangalore. We have 16 PGPs from the 1970s decade, another 14 from the 1980s and just the five of us thereafter. This leads to an eclectic mix of genres where we alumni are not only bound by our proud alma mater, but even the families have developed strong bonds to create an atmosphere of a typically Indian bonhomie through continuous interaction.

So, the basis that we have formal events like alumni meets just provides us with another opportunity to

gather around, apart from the usual barbeque and D&D (Drinks and Dosa) parties that are hosted within the IIMA fraternity. This time however, we chose to have an 'Away Day' for all of us on January 24 at a resort near Muscat instead of the usual evening do's and it turned out to be a great event. On the morning of the 24th, despite several drop outs, we managed to gather an enthusiastic bunch of 25 who were frankly overwhelmed but overjoyed with the events and games that unfolded during the day.

We started our meet with a welcome note from Parag Mathur, PGP 1993 who gave us a brief about the events in 2013 including the departure of Deepak Srivastava, PGP 1975 who is now well settled in Jaipur, followed by Vivek Pande, PGP 1973 who gave crisp and humorous memoirs of his recently concluded Ruby reunion on campus. We also had the opportunity to bid farewell to Vineeta and Pradeep Koppikar, PGP 1979 who would now be returning back to India after 22 years in Oman. During his 'straight from the heart' speech, Pradeep re-called several occasions of how the IIMA family in Oman had come to be the close-knit community that it is today and how much he would miss it as he now returns back to India.

The event co-ordinator for the day successfully managed to make all of us dance to his tunes with funny and witty games, both indoors and outdoors. The first two hours involved group games where, out of the three teams formed, the 'Riders' confidentially led by Richa Raj, spouse of Lovekesh Raj, PGP 1999, won



Happy to be standing together



The Riders team took away the prizes



Captains leading the way



Sanjeev and the magic cup

the closely competed contest against the 'Champions' led by Deepali Mathur, spouse of Parag Mathur and the 'Winners' led by Malathi, spouse of Gopalan S, PGP 1980. There were plenty of games for couples and individuals, spot questions and quizzes that made us recall our days of MANAC quizzes and WAC runs.

One strong aspect of having such senior PGPs is that we are never short on event sponsorships. On this occasion as well, we had tremendous response for the event with Sudhakar Reddy, PGP 1980 pitching a cash sponsorship to cover all the resort expenses, while Vivek Pande, Vinay Misra, PGP 1975, Gopalan and Pradeep Koppikar generously contributed the gifts and prizes for the event winners including smart phones, Swarovski gifts and Cross pens, crystal ware, designer goods and gift vouchers. Thanks to them, each of us carried at-least three to four gifts back home to claim the spoils of the day. The organizing committee's take-

away gift of the 'magic mug' that displays the IIMA logo when the mug is hot, was highly appreciated by the participants and will remind them of the wonderful meet we had every time they have coffee.

The day ended with a thank you note from Lovekesh Raj promising us of more frequent 'away day meets' which met with a thunderous applause from the crowd that had enjoyed themselves thoroughly.

Behind the success were the relentless efforts of the organizing committee and I would like to thank my other committee members who helped put up a grand show despite just two weeks of preparation —Meenal Madavi, my livewire spouse; Deepali and Parag Mathur; and Richa and Lovekesh Raj. So long, until the next time fellow WIMWlans!

News from the Chennai Chapter

Radesh Rangarajan gives us an update of the Chapter's activities

Owing to the initiative carried out by Ram Srinivasan, PGP 1999 and Hitanshu Gandhi, PGP 2006, an informal meet of the IIM AAA Chennai Chapter, was held at the IIT Club in Chennai on January 18, 2014.

Muralidharan, President, warmly welcomed the members and expressed the hope that the attempt to have regular informal monthly meets would pick up pace, be an opportunity for convivial interaction and mutually beneficial networking.

With a decent turnout, the meet generated its own momentum as people exchanged cards and notes while others caught up with old friends. There was an interesting mix of senior and junior batches. We owe the high spirits to Muralidharan's kind sponsorship. The attendees included:

- **Muralidharan Swaminathan**, President, PGP 1978
- **Ananthaswami Rajagopal**, PGP 1977
- **Rajeshwari Victor**, PGP 1994
- **Chandra Mouli**, PGP 1973
- **Varadha Rajan**, PGP 1973
- **Chandu and Meena Nair**, PGP 1983
- **R. Narayan**, PGP 1993
- **Meenakshi Ramesh**, PGP 1993
- **Shreeya Jayaraman**, PGP X 2011
- **Murali Vaidyanathan**, PGP X 2011
- **Suneil Chawla**, PGP 2007 (with his wife)
- **Jagan**
- **Sundar Ram**
- **Radesh Rangarajan**

Ram Srinivasan and Hitanshu thanked the guests for making it a memorable occasion. Everyone had an amazing time and we all look forward to the next month's meet.



The January meet

Mumbai Chapter

Kalpen Shukla, President, talks about the lively activities carried out by the Mumbai Chapter



Ashish Nanda holding an engaging session with the alumni

The Mumbai Chapter added one more feather to its cap by organising an interesting CXO Meet; the first of its kind in Mumbai on December 17. The genesis of the idea dated back to the days when Prof. Ashish Nanda had not even assumed charge as the new Director of IIMA!

Over a cup of coffee, in a very frank and friendly interaction, the Director expressed his desire to have a one-on-one interaction with as many alumni as possible. The idea was further supported by the new Dean (Alumni & External Affairs), Prof. Arvind Sahay and this resulted into a very meaningful experience. Although organised at short notice and on a working day, in the middle of the week (Tuesday) — the meet was well-attended by 27 of the 30 invitees.

The evening started off with an apt phrase thereby offering concrete proof for Murphy's Law— 'Anything that can go wrong—will!' The entire executive committee was desperately making all possible attempts to keep the senior invitees busy in order to ensure that they wouldn't ask the dreaded question, 'When is the meeting going to start?' The frequency of updates on the expected arrival of our esteemed guests increased with every five minutes. Some of the invitees had re-scheduled their meetings and it was already time for them to depart !

Nonetheless, despite the delayed beginning of the meeting, it progressed smoothly once Prof. Nanda took charge of the session. The session discussed

diverse issues; right from the, 'Mission and Vision' statements of the Institute to increasing the connectedness of the alumni; from the acute shortage of good faculty to the imbalanced gender ratio; from retaining academic excellence and leadership of the Institute to the revision of the curriculum in order to ensure limited workload but more diversity; from raising resources to ensure the operational freedom and independence of the Institute to the leveraging the knowledge pool amongst the alumni in order to enhance the quality of the primary study material — the cases. There were more than thirty good suggestions in an hour addressed to an audience of twenty-five alumni.

The discussion was lively and almost everyone made CP except the junior-most invitee! He was probably quite contented watching the seniors make a CP while he relished the moment wondering, 'How from an idle CP within a classroom, changes have come about in terms of highly focussed contributory participation from each person. The event generated enough food for thought along with an adequate number of ideas and

suggestions for the Institute to act upon.

It was a wonderful opportunity for an interaction between the Institute guests and the senior alumni to strengthen the links between the Institute and the alumni. It certainly would be a good idea to organise similar events at other locations. The Mumbai chapter will continue making efforts to make it a quarterly event wherein larger numbers of alumni can be engaged in similar exercises to bring in wider perspectives from across business sectors and expertise.

The venue for the evening was offered by Franklin Templeton (Vivek Kudva) and supported by very friendly staff who ensured that every minute detail was taken care of — be it in the cosy confines of a conference room or on the open terrace where the interactions continued over dinner.

On a lighter note, this was the first time we witnessed so many executive committee members at one place — nine out of the ten of us. Some of the lively moments were captured during the event wherein every invitee contributed with quite meaningful comments and suggestions. Until next time — cheers!



In between discussions, the camera holds the spotlight

Research at IIMA

Editorial Note: *It is with pleasure that we announce the entry of a new section within Alumnus. Research is an important part of our Institute and with every issue, we wish to give our readers an idea of the research variety at IIMA. Hence, we shall provide our readers with working paper abstracts which can be further read upon online.*

Market Timing Ability of Indian Firms in Open Market Repurchases

Authors : Sobhesh Kumar Agarwalla, Joshy Jacob, Ellapulli Vasudevan

Publication Date : November 20, 2013

Publication Code : WP2013-11-10

Abstract: The paper examines the market timing ability of Indian firms engaged in open market repurchases. The study is primarily motivated by the unique disclosure feature of repurchases in India, where the disclosures are far more frequent than in any other market. We find that the repurchasing firms in India are able to accumulate shares at favorable prices similar to the US market. However, the cost savings do not translate into significant wealth creation for the insiders as indicated by the short-run and long-run abnormal returns. This is contrary to the evidence from markets like the US. Further, the cross-sectional variations in the cost savings from repurchase execution in India are explained by the overall market returns and not by firm characteristics. These findings contrast with that

of US, where the firm characteristics significantly explain the cross-sectional variation in the savings measure. It appears that the more frequent disclosure of repurchase activity in India cripples the market timing ability by reducing the information asymmetry between the firm and the outsiders. This conclusion is further supported by the irrelevance of the past or concurrent stock returns in explaining the time variation in the repurchase activity of firms.

Alliance Capability, Governance Mechanisms And Stakeholder Management In Complex Settings

Authors : RakeshBasant, RajnishRai

Publication Date : May 28, 2013

Publication Code : WP2013-05-10

Abstract: In today's business environment, inter-firm alliances of simultaneous cooperation and competition (IASCC) have become very important for enhancement of internal resources as well as market shares of firms. Evidence suggests that majority of the alliances today occur between competitors or within the same industry. Given the increasing importance and complexity of IASCC, issues of stakeholder management and governance structures in such alliances need to be more clearly understood. Using primary data collected

from Indian firms in different sectors, this paper explores the antecedents of governance mechanisms in IASCC from a stakeholder perspective by viewing alliance partners as stakeholders. It is argued that alliance capabilities are important determinants of governance structures. Moreover, the role of these capabilities is moderated by the strategic context of the IASCC in determining the nature of governance structures.

A Dynamic Pricing Approach on Electricity Prices in Indian Context

Authors : Kinnary R. Desai, Goutam Dutta

Publication Date : December 30, 2013

Publication Code : WP2013-12-07

Abstract: In this paper, we study the mechanism of dynamic pricing of electricity and its opportunities in the Indian context. We compare the economic efficiency of dynamic pricing vis-à-vis the traditional flat tariff of electricity. We analyze various ways in which dynamic tariff can be introduced in the electricity market and we show the Indian experience in this regard. We consider the state of Maharashtra, in particular, to understand how TOD (Time of Day) pricing system has been introduced and how it is more efficient. We develop a mathematical model using pseudo-real data (as per the advice of a renowned sector expert) to show how TOD tariff is more efficient than flat tariff and how RTP (Real Time Pricing) tariff is associated with uncertainty of electricity bills. We further emphasize on how the dynamic pricing system can be modified in order to increase its efficiency.



The Sidi Saiyed Jaali which was adopted as the logo of the Institute, portrays the tree of knowledge. The mosque has beautiful stone carved windows and is a favourite with The Heritage Club at IIMA.

OBITUARY

► P. Ravindranath

We regret to inform you that P. Ravindranath from Kochi, passed away on February 28, 2012. A colon cancer patient, he had at the time, participated in a programme, held in Ahmedabad, on interpersonal effectiveness and team-building from January 16-19, 2002. Usha Ravindranath, his wife said that her husband was extremely impressed with the Institute and mentioned it often. He is remembered as a true gentleman—soft-spoken, sincere and unpretentious. We send our sincerest condolences to members of his family and other loved ones.

Alumni Engagement Initiatives

Greetings from IIMA! As many of you know, IIMA has its own official LinkedIn groups; to be a part of this group/groups, please send a request for joining the IIMA (Main Group) and your respective sub-group (PGP, MDP, etc) by stating your alumni code number (strongly preferred - it will make the process faster).

For any change in postal address/job/designation or to notify us on magazine updates, do drop a mail at alumni@iimahd.ernet.in, with your alumni code. Also, if you have forgotten or misplaced your code, please follow these steps to retrieve it:

- Log into www.iimaalumni.org.
- Click on 'My Profile' followed by 'Recent Activities Box'/'Professional Details'.

Main Group I

Indian Institute of Management Ahmedabad (IIMA) Alumni:

www.linkedin.com/groups?gid=4075943

Sub-Groups:

Post-Graduate Programme in Management (PGP) <http://www.linkedin.com/groups?gid=4075948>

Fellow Programme in Management (FPM) www.linkedin.com/groups?gid=4075959

One Year Post-Graduate Programme in Management for Executives www.linkedin.com/groups?gid=4075954

Post Graduate Programme in Agribusiness Management (PGP-ABM) www.linkedin.com/groups?gid=4075952

Post Graduate Program in Public Management and Policy (PGPPMP) www.linkedin.com/groups?gid=4503234

Main Group II

Indian Institute of Management Executive Education Alumni

<http://www.linkedin.com/groups?gid=4624731>

Sub-Groups:

Faculty Development Programme (FDP) www.linkedin.com/groups?gid=4627878

Armed Forces Programme (AFP) www.linkedin.com/groups?gid=4627881

3-Tier Programme (3-TP) www.linkedin.com/groups?gid=4627885

Management Development Programme (MDP) www.linkedin.com/groups?gid=4627893

Bookshelf

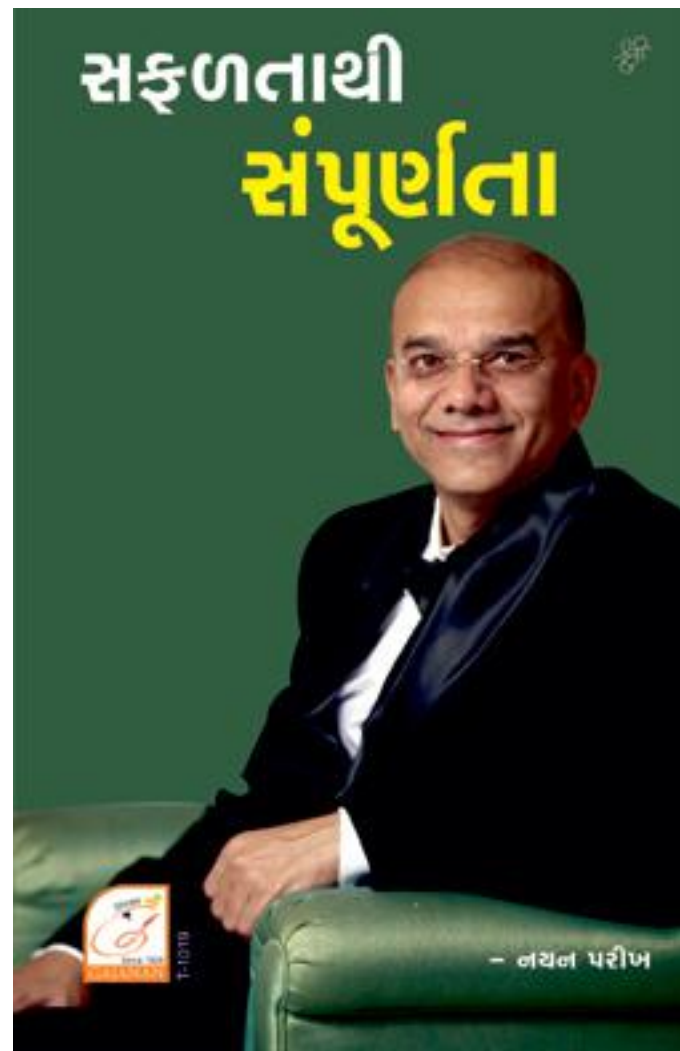
The Road to Success is one of Fulfillment

Literally translated into 'Success leads to Fulfillment', 'Safalta thi Sampoorната' is an interesting read for local alumni. Written by **Nayan Parikh**, PGP 1981 and reviewed by **Neeraj Yajnik**, PGP 1981 for our *Alumnus* readers, this book has caught the attention of many since its release

A lot has been written about success. However, this book by my friend and batch-mate talks about effortless success; success without struggle and success which is fun! A personal and individual experience for every human being, success is measured by society via commonly accepted norms.

A number of questions are raised through this book, some of which include the following: Are money, position and social prestige the only measures of success and can we experience success on a daily basis? Also, are we even conscious of all our success? The book tries to address these questions and many more.

There is a sense of unbalance in life and there are times when we are actually successful in a particular sphere of life; a successful career comes at the cost of neglecting family life considerably. We forego our health and peace of mind at the risk of losing our career. This book defines success as a balancing act between all spheres of life including our family, friends, health and above all, a peaceful stress-free life. Success therefore, lies in striking the right balance



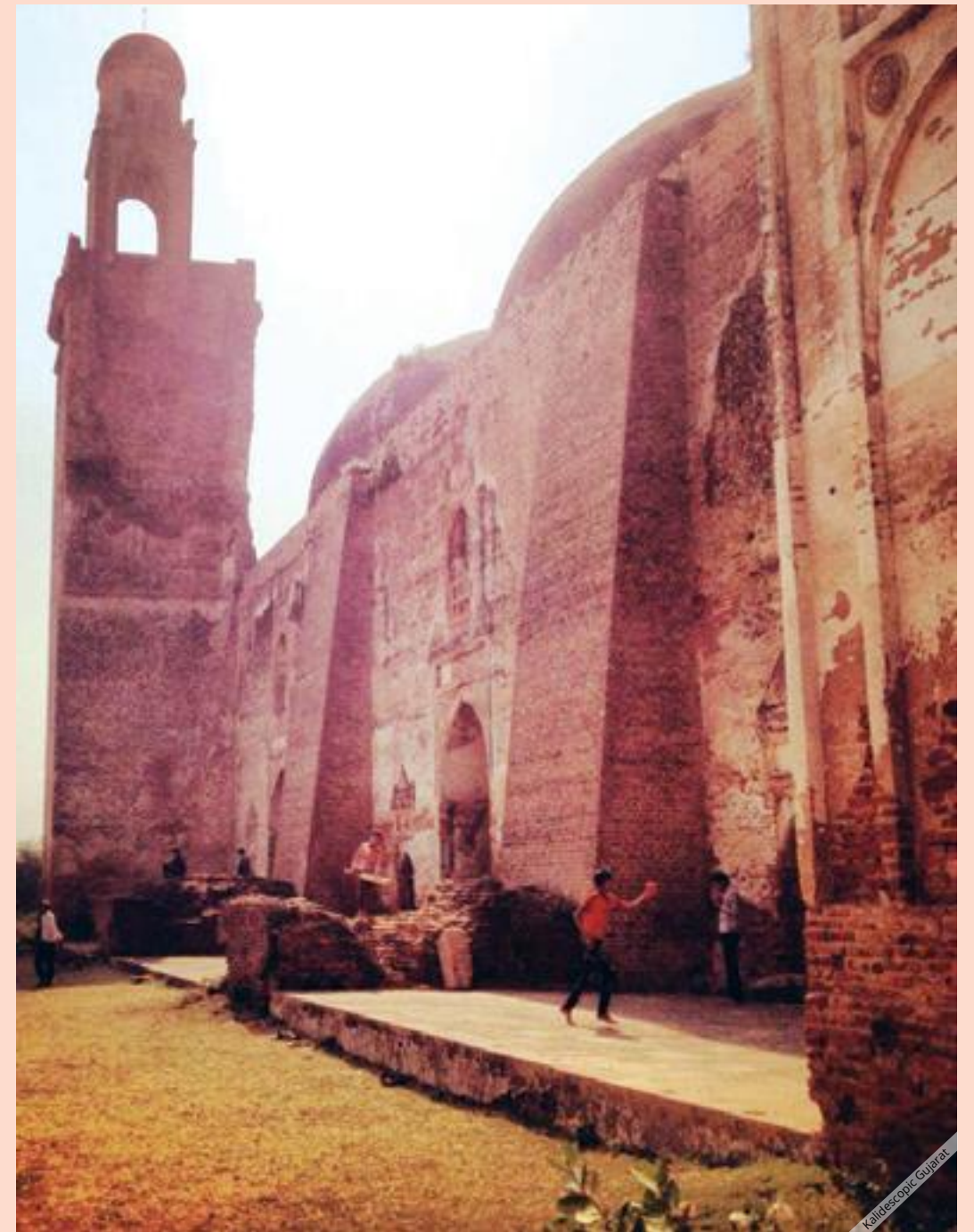
Safalta thi Sampoorната

between these numerous spheres and along with this, one must understand that it is essential to choose the right platform to launch one's success.

When does one be termed a success and what follows on its achievement? This is precisely where the author stresses the beginning of a journey—one of Sampoorната (fulfillment). There are numerous

examples in the world of people whose success has not helped them achieve any fulfillment or peace. Contrary to this ideal, they choose undesirable paths which send them shooting down the pipe into oblivion and many times financial, personal and social crises. Michael Jackson and Tarun Tejpal are examples of success gone wrong. Hence, on the achievement of

Potraged in this picture is the Alif Khan Masjid better known as Khan Masjid. It was built 700 years ago and was used for Jumma (Friday) prayer. It was built with brick and lime with two minarets and three big domes. Alif Khan who built this mosque, also built Khan Lake. This mosque was visited during the trip to Dholka and Vautha Fair in November.





Nayan Parikh

success, one must continue looking beyond and at such a point in life, the spiritual path balances the scales thereby attempting to perfect ones life.

An aspect of relevance for most IIM graduates is that of the journey post success. Most of them are

extremely successful individuals who have not only launched themselves from an appropriate platform but have also lead the journey beyond a journey. The book focuses on criteria in order to attain the post-success journey that is very essential. The author talks about an outward journey which is that of materialistic possessions, career graphs, family, friends, children, health etc. However, the outward journey involves the realization of management of ones inner being— the journey towards self-actualization not being an easy

"An aspect of relevance for most IIM graduates is that of the journey post success. Most of them are extremely successful individuals who have not only launched themselves from an appropriate platform but have also lead the journey beyond a journey"

one. Spirituality can help develop the inner-self and help a successful individual find success.

This book gives readers a guideline to follow for the road to fulfillment on a larger, more relevant scale. The highlight of this book, for me is that the style of script is such where the author does not come across as preachy or mechanical—he uses a fluent conversational style and since the author chooses to discuss his experiences, one can relate with the realness they carry rather than relate to scenarios which are contextually created. Quotes, life examples, stories and a humble style make the book a comprehensible yet highly interesting read. A delightful read for all ages, I for one loved reading the newspaper column and this book makes it all the more readable!

Safalta thi Sampoorната

Nayan Parikh

Gajanan Publishers, Surat, 2013

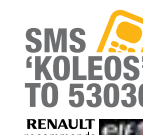
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