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# IIMA Alumnus



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*(The Silver Jubilee Re-union)*

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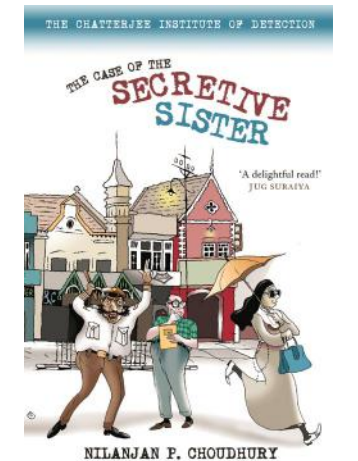
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## FROM THE EDITOR



### Dear Alumni,

The academic year 2014-15 is now drawing to a close. Among the many things in this issue, I would like to highlight two. First, in this issue, we are sharing with you vignettes from seven re-unions that we had on campus betweenDecember 2014 - January 2015— the highest number of re-unions on the campus ever; organizing it was a an interesting exercise in logistics and I invite those that attended to send us any comments that they have on their time back at the campus. It was also such a pleasure to welcome back PGP90 for their Silver Jubilee Re-union. There were many old friends in the batch that one was able to catch up with. Second, we have a feature on placements from IIMA over the past few years that takes you through some of the highlights and trends in placements at IIMA. From this issue onwards we hope to have one feature in each issue that takes the reader through significant aspects of the Institute’s functioning. Over the next few issues, we will look at the PGP and PGPX curriculum review, the research and publications, the faculty development program, the armed forces program, executive education, etc. and the changes that have been made. Do let us have your comments.

On another note, I am very happy to inform you that Mr. Ajay Banga, PGP81, CEO MasterCard will be the Chief Guest at the Convocation scheduled for March 21, 2015. IIMA is very happy and proud to be hosting him. The 50th PGP batch also graduates this year at the March 21 convocation! Fifty batches that have graduated speak volumes for the long period of time that the Institute has maintained its high standards. That is quite a journey —with this graduation we will have more than 14000 PGP alumni and more than 32,000 overall. I invite all the alumni to attend this convocation .Also, please let us know in advance, if you plan to come.

On another note, IIMA's PGPX program improved its ranking among global MBA programs from 30 to 26 in the Financial Times Annual Ranking that came out in January 2015. A couple of months earlier, IIMA's PGP program was ranked #16 (an improvement of 2 places) by the Financial Times in their Masters in Management program rankings globally. The ABM program continues to rank as #1 in the EduUniversal rankings. While we are very happy with the rankings, we recognize that the rankings are an outcome of providing a quality educational experience and continue to focus on improving that experience on the campus. This includes recruiting the best faculty and for the first time, we should be touching 100faculty on the rolls by April 2015! It is also our goal to be recognized as one the best in the world and not just in India in terms of educating leaders of enterprises by connecting with different stakeholders, nurturing faculty and students and growing the footprint of the Institute.

#### Please address all communication to:

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**Editorial Office:** 91 (079) 6632 4851 | **Email :** Alumnus-editorial@iimahd.ernet.in | **Alumni Website:** www.iimaalumni.org

**Annual Alumni Communication: Your Contribution really makes a Difference**

I am pleased to acknowledge the tremendous interest among alumni groups and the start of significant funding contribution since the beginning of this year by the unique and distinguished alumni that IIMA is privileged to have. This will go a long way to help ensure that IIMA not only retains its top business school position in India/region but also improves its global ranking through path breaking research.

While we are reaching out to our distinguished and senior alumni for their individual as well as corporate contributions towards large funding required for supporting professorial chairs and new research centers; we would also like to reach out to each one of you to help us strengthen our brand and its visibility to all stakeholders for our mutual benefit.

This June 2014 IIMA announced internally and to the media the start of generous funding support received through our distinguished and senior alumni K. V.Kamath, Raghuram Rajan, Dr. Harsh Kumar Bhanwala, K. V.Srinivasan, Deep Kalra, Chandrika Tandon, and others for professorial chairs in Strategic Management; Finance and Economics; Innovation and Public Policy; Agribusiness; Entrepreneurship and Marketing; Entrepreneurship and Leadership; besides the scholarships support to the students from many other distinguished alumni.

The new research areas and senior faculty members/researchers on campus would also need the new infrastructure as well as up gradation of the existing one. There are other areas which need as much attention viz. Case Development Centre, visiting professorships, international collaborations, short-term research fellows, and scholarship to our students who are increasingly venturing into entrepreneurship; civil services; NGOs; and also higher study.

The number of students on campus has been constantly increasing at a fast pace and so are the training programs but the number of faculty members are almost stagnant since last couple of decades. To ensure the quality of teaching and engagement you enjoyed on campus is also available to the current and future batches, we need significant funding for new faculty hire and invites to corporate/industry leaders to be regularly on campus for a better exposure to our brilliant students.

Your contributions can come to us either individually or through alumni batches or alumni in the same organization/city chapter/country chapter. We will also be happy to host any prestigious event in collaboration with you alumni that helps your organization through co-branding with IIMA.

I and my team in alumni and development office look forward to remain in touch with you to explore how we can together make a meaningful contribution to our alma mater.

Warm regards,

**Arvind Sahay**

Dean (Alumni and External Relations)

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## Skoda Rapid Alumni Profiles

# Akanksha Thakore Srikrishnan

PGP 2009; I-School & Best Woman All-Rounder



At an education innovation conclave



Training Students

### About Yourself

I consider myself a free spirit, who goes where her heart takes her. My undergraduate studies were in N.M. College, Mumbai – five years of organizing and participating in events, acting in plays, winning personality contests and oratory events across the cities, making lasting friendships, driven by a zest to explore and grow. After a year spent volunteering with a think-tank, freelancing with a youth magazine, teaching, and preparing for CAT, I found myself in IIM A. My two years on campus were about building my identity, taking my life in my own hands, building connections with people – peers and professors alike. It was an intense experience.

I graduated in 2009 with the Best Woman all-rounder award and an I-Schol for PGP2. For several years after that, I was invited to campus to take an orientation session for the incoming batch. I still visit campus every now and then as a guest speaker for various clubs and events.

I've been happily married for the last 3 years to Srikrishnan, also an alumnus whom I first met on campus.

### Early Career

My career trajectory has been quite dramatic and often turbulent, because creating and following your own path is seldom easy. I started with Hindustan Unilever as a Sales and Marketing trainee (after summers with Unilever Philippines). Despite the company and its people being great to work with, I bid farewell to the corporate world within 6 months. Since then, I've worked with Reliance Foundation (on Education), FSG Social Impact Consultants (on a UN Women project), Blue Ribbon Movement (as a founding program director – Social Leaders Program), Theatre Professionals (as a drama instructor).

Over the last year and a half I've been with R.N. Podar School, Mumbai, in charge of Strategy, Innovation and Training. It's an unusual, unconventional role.

It's been a roller-coaster ride. Amongst my most memorable, significant experiences was facilitating two workshops/training programs – one around using drama in education and another around education policy-to-practice – for youth from 8 countries at the South Asian Youth Conference in Islamabad! It was surreal crossing the border at Wagah on foot too.

### Entrepreneurship: The Ripple Effect

Somewhere along side my own venture Ripple Effect took shape. In 2011 I started to work independently with schools on life

skills for adolescents, and personal and professional growth for teachers. I reached out to over 1300 school students and 160 teachers, besides parents. I trained as a certified Life Skills facilitator, and used a lot of dance, drama games, reflection, videos, and team activities in my workshops. I took up other consulting assignments too.

I'm a certified Personal Counselor; have been counseling students in Podar school for the last year and a half.

### Define Success

Success to me is living the kind of life I want – materially, spiritually, emotionally, and physically. My life centers around doing meaningful, purposeful work (and getting paid well for it), enjoying loving relationships, being fit and healthy, being able to travel India and the world, learning and growing, having time for things I love – dance, writing, poetry, reading, solitude, and lastly, making a difference to people's lives. :) That's a tall list, but I love having a full life!

### What drives you?

Two things – using my talents and skills well, and facilitating growth in others

### What are your plans?

My plan is to grow Ripple Effect, and take up Life Skills, Teacher Development, Education Consulting as ways of engaging with schools. I would also like to write more and publish my works someday – poetry, fiction, non-fiction.

### What drives you at this stage in life 5 years after passing out?

You won't believe this – but the sight of LKP, every single time, motivates me to do more, be more. My brother Abhishek is a huge inspiration in my life - his life and choices motivate me to follow my heart too.

### What do you think about a corporate job vis-a-vis entrepreneurship, since you've seen both.

Both need different driving forces at the core of a person, and a few skills that differ. I don't think I'm built for a full-time, regular corporate job. Entrepreneurship needs a degree of madness, of burning all bridges and jumping in, and making your work your life, almost. I wouldn't call myself an entrepreneur! Not yet.

### Life after IIMA is....

Full of possibilities. Challenging, full of choices too. The moment people hear you're from this institute, their expectations of you go through the roof. So while it opens many doors, it also puts an additional responsibility. Not that I'm complaining. :) Feels good to be held up to high standards.

### Your take on leadership issues...

The more we talk about leadership, the lesser we understand it, I feel. It's to be



What drives her...

experienced, reflected upon, built and improved in oneself, with or without outside help.

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14	FDI Outflows from India: An Examination of the underlying Economics, Policies and their Impact <i>Ravi Subramanian, Sachdeva Charu and Sebastian Morris</i>	7	13	69	487	26	64	246	1487
15	Third Party Administrators and Health Insurance in India: Perception of Providers and Policyholders <i>Ramesh Bhat, Sunil Kumar Maheshwari and Saha Somen</i>	6	10	40	94	33	92	225	510
16	Education and Employment among Muslims in India: An Analysis of Patterns and Trends <i>Rakesh Basant</i>	5	6	12	58	10	20	82	218
16	DSS (Decision Support Systems) in Indian Organised Retail Sector <i>Preeta Vyas and Sharma Ankush</i>	2	13	36	71	13	47	152	302
16	Towards Reform of Land Acquisition Framework in India <i>Sebastian Morris and Ajay Pandey</i>	5	12	31	144	30	70	151	515
16	Mid Day Meal Scheme: Understanding Critical Issues with Reference to Ahmedabad City <i>Satish Y. Deodhar, Mahandiratta Sweta, K. V. Ramani, Dileep Mavalankar, Ghosh Sandip and Vincent Braganza S. J.</i>	5	6	21	100	26	58	240	676
16	Dismantling Fertilizer Subsidies in India: Some Issues and Concerns for Farm Sector Growth <i>Vijay Paul Sharma</i>	5	15	43	133	31	86	288	658
16	Viability of Inland Water Transport in India <i>Rangaraj Narayan and G. Raghuram</i>	5	10	36	82	32	65	175	459
16	A First Cut Estimate of the Equity Risk Premium in India <i>Samir K. Barua and Jayanth Rama Varma</i>	5	12	47	215	32	106	341	1118
16	Relationship Marketing in Online Retailing - A Meta-Analytic Approach <i>Varsha Verma and Dheeraj Sharma</i>	5	7	27	27	8	18	81	81
24	Issues and Concerns in the Implementation and Maintenance of HRIS <i>Manjari Singh and Sandeep K. Krishnan</i>	4	16	56	241	23	91	371	1089
24	Demand for Fertiliser in India: Determinants and Outlook for 2020 <i>Vijay Paul Sharma and Hrima Thaker</i>	4	13	23	83	17	41	93	243



## Statistically Speaking...

### The Institute's Placement Process

*In a report on the Institute's placement process for the three main signature courses—PGP, PGPX and PGP-ABM—Varuna Sharma, Editorial Associate, Alumnus visually analyses the Institute's official placements reports for 2011-2014*

IIMA over the course of the last four years, has widened its horizons even further by increasing the number of courses, faculty and staff along with focusing on research development; investing in campus infrastructure and technology; and also by continuing to nurture the bond between the Institution and its alumni. With the idea that "IIMA aims to educate leaders of enterprises" Ashish Nanda, Director, IIMA goes on to say, "In our endeavour, we draw upon the reserve of goodwill among the diaspora of our alumni, reputation among recruiters and potential students, and commitment of our faculty and staff to the Institute." Communication networks globally accessible have strengthened institute-alumni bonds thereby leading to a well-nourished grapevine. The idea is to become internationally recognized as one of the premier management schools worldwide. This goal follows Nanda's priorities to connect, nurture and grow.

### The Placement Process at IIMA

Placements at the Institute are handled by the Student Placement Committee. These are conducted under the supervision of the faculty, via a process that optimizes the interests of both the students and the companies. The student cell gets involved in grass-root processes which include corporate interactions throughout the year; pre- placement talks, co-ordinating activities etc. There are three main placement activities on campus— the Summer Placement for first year students; and the Lateral and Final Placement for the second year students. Courses offered by IIMA include the following:

1. Fellow Programme in Management (FPM)
2. One Year Post-Graduate Programme in Management for Executives, (PGPX)
3. Post-Graduate Programme in Management (PGP)
4. Post-Graduate Programme in Agribusiness Management (PGP-ABM)
5. Faculty Development Programme (FDP)
6. The Armed Forces Programme. (AFP)

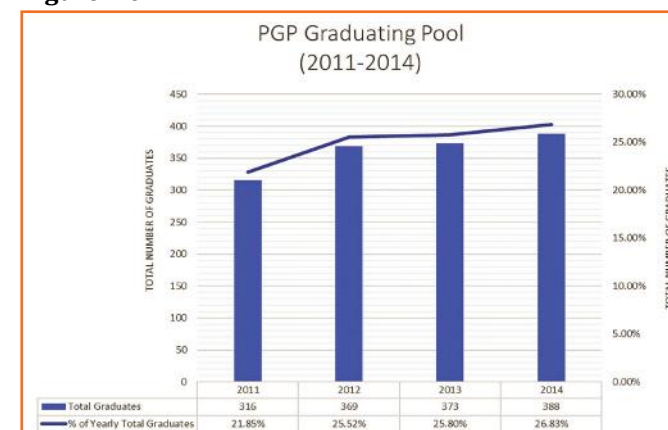
**Note :** This report covers a bird's eye view of the placement reports for PGP, PGPX and PGP-ABM between 2011 and 2014.

## The PGP Placement Analysis (2011-14)

The Post-Graduate Programme (PGP) for aspiring managers is IIM-A's most sought after degree. It offers placements from the world's best companies to deserving candidates. The Institute's flagship two-year course signed up a total of 316 students which over a course of two years increased to 388 in 2014. With a 19% increase in the number of candidates opting for the programme between 2011 and 2014, placements have expanded and stable multinationals choose the *crème de la crème* of the nation's finest managers from the Institute.

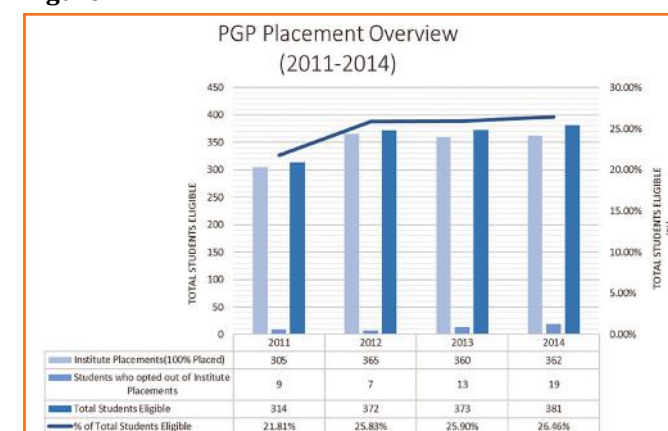
**Figure 1.0** represents the sum total of the number of students who graduated over the regular two-year

**Figure 1.0**

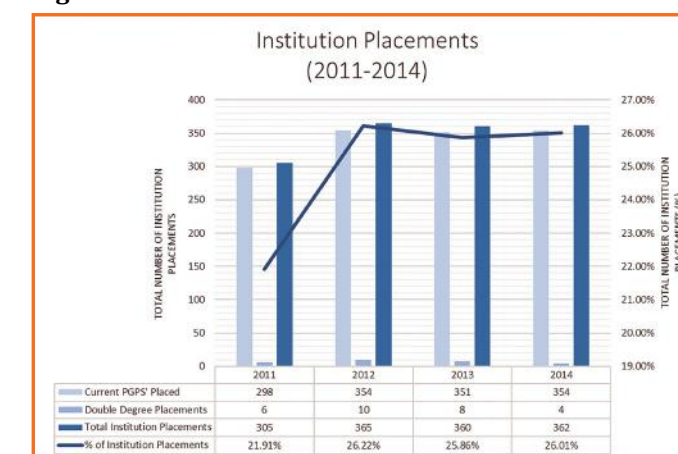


programme and the number of students who chose to opt for a dual degree which stretches over a span of three years. Students who opt for the degree have the choice to opt for an Institution placement at the time allotted to regular PGP placements. A considerable increase in the number of Dual Degree Students can be seen over the course of four years.

**Figure 1.1**



**Figure 1.2**



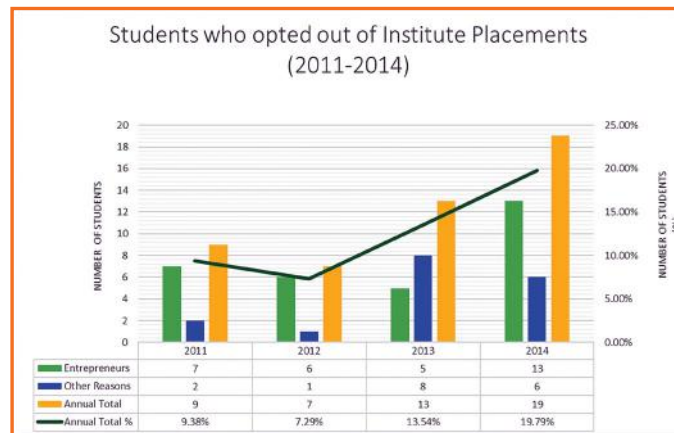
A look at the **placement overview** shows the number of students who chose to opt for Institution placements as opposed to the number of students who did not. Summed up, they equal the total number of eligible candidates. **Figure 1.1** displays a steady rise by 15% in the number of students who opted for Institution placements. However, a significant number of students have opted out of Institution placements in the recent years—the majority of them are now innovative entrepreneurs. IIMA has besides its consistent national ranking, had 100% placements between 2011 and 2014.

Taking a closer look at the Institution placements, 2012 witnessed the highest number of successful campus placements with all 365 students placed. A steady increase by 16% in the number of Institution placements between 2011 and 2014 can be observed in a detailed visual analysis below.

IIMA continues to nurture entrepreneurial initiatives leading to a total increase in the number of students who choose to walk paths less travelled by. An increase by 6% in the number of students who went the entrepreneurship way accounts for well nurtured initiatives by the Institute between 2011 and 2014. **Figure 1.3** strongly indicates the rise in the number of students who are bitten by the entrepreneurial bug. Innovation in entrepreneurial strategy combined with necessary resources play pivotal roles in fostering and nurturing a good entrepreneur.

From a participation strength ranging beyond 130 firms, students are provided with the flexibility to come closer to the idea of their 'dream job'. A wide range of firms approach the Institute each year to choose some of the best professionals in the country and overseas. Top recruiters in 2014 included Accenture Strategy with the highest number of placement offers followed by The Boston Consulting Group

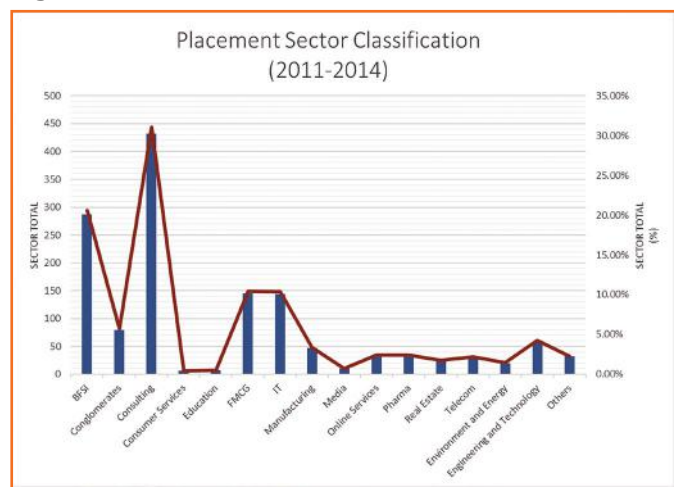
Figure 1.3



who extended over 15 offers to students. A.T Kearney, Bain & Company and McKinsey & Company extended seven offers each. Other firms included EXL, HSBC, Hindustan Unilever, Star TV India, Reliance, Amazon and Samsung. **Figure 1.4** below visually describes the number of sectors who hired students between 2011 and 2014. Domestic consulting firms have hired the maximum number of graduates (432) surpassing the BFSI sector by 34%. The BFSI sector stands second with 287 graduates placed between 2011 and 2014 while the FMCG and IT sector come in third with 145 and 144 graduates hired respectively between 2011 and 2014. Approximately 31.3% of the students, over the last four years, have been placed in the consulting sector while about 20% have been placed in the BFSI sector. About 20% of the total placed graduates chose the FMCG and IT sector as their professional field.

A function based classification can be observed in **Figure 1.5** where Consulting, yet again, holds the stakes at 33% of graduates placed according to function. Marketing and Sales has closely followed up at 21% of the total number of placed

Figure 1.4



graduates while Finance holds 20% of the same.

**Figure 1.6** and **Figure 1.7** analyse both, global and domestic locations in terms of placements. While globally, India comes out at the top with the highest number of firms, on a national scale, Mumbai has gradually made its way to being the central cluster of Indian placements.

**Figure 1.8** and **1.9** depict the mean and median of the total guaranteed cash payments (Domestic and International) exclusive of the base salary and other additional incentives.

Figure 1.5

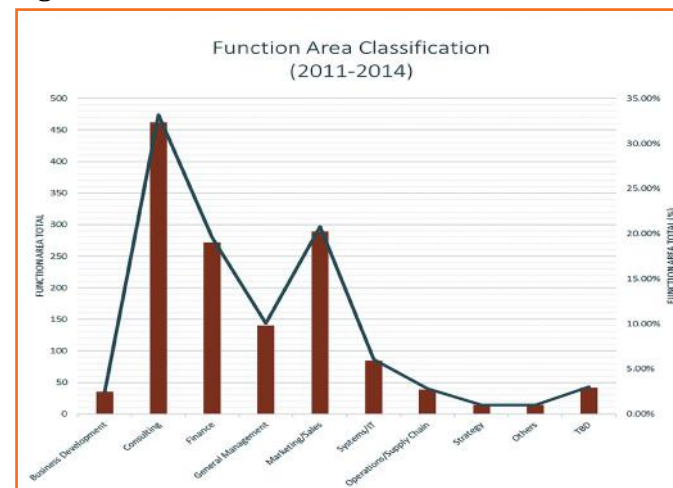


Figure 1.6

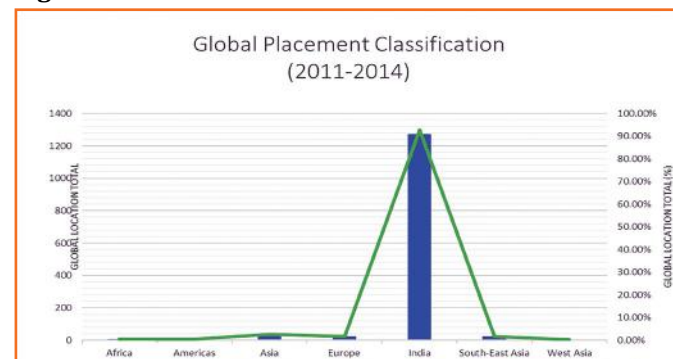


Figure 1.7

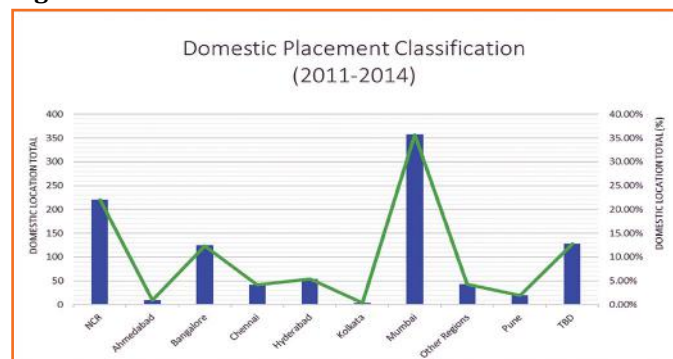


Figure 1.8

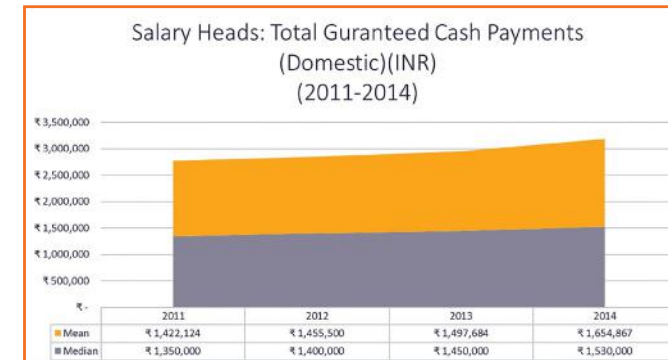
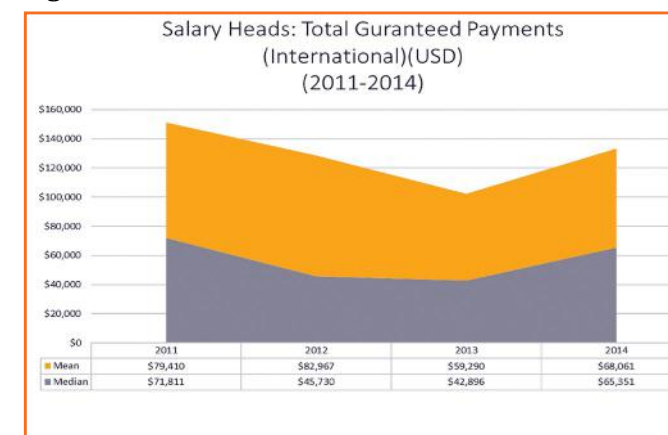


Figure 1.9



## The PGPX Placement Analysis (2011-14)

A one-year full time residential programme for executives with considerable experience, the PGPX is designed in accordance with the Institute's well established experience of designing and running post-graduate management programmes for exceptionally bright students and a wide range of executive education programmes for practicing managers from many countries. The objective of the course is to develop bright, enthusiastic and high-initiative executives into management leaders and change agents in the global arena. The programme has a general management focus, including an emphasis on managing across borders and cultures. Incubated in 2006, the six-segment course structure give students a balanced platform to build upon.

**Figure 2.0** depicts an 18% rise in the number of PGPX graduates in 2012. The following years saw a decrease in the number of graduates by 16 %.

**Figure 2.1** shows the number of students who opted for Entrepreneurship each year between 2011 and 2014. 2011 and 2014 saw the maximum number of graduates turned

entrepreneurs.

29% of the total number of placed PGPX graduates were placed within the IT sector while 21% were placed within the field of consulting. Marketing and Telecom followed up closely with 6% of the total in each sector.

In terms of function areas, 27% were placed under General Management between 2011 and 2014. 21% were placed according to their skill in IT followed by 19% in the field of consulting.

Globally India holds the stake according to a location-based classification of the placements. The majority of graduates grabbed domestic locations as depicted in **Figure 2.4**. Bangalore appears to be the hub of domestic placements

Figure 2.0

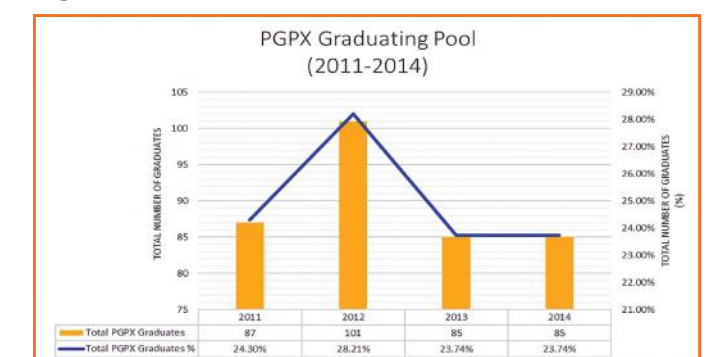
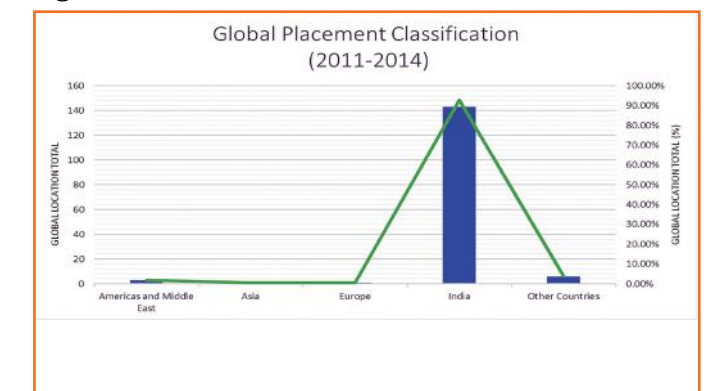


Figure 2.1



Figure 2.2

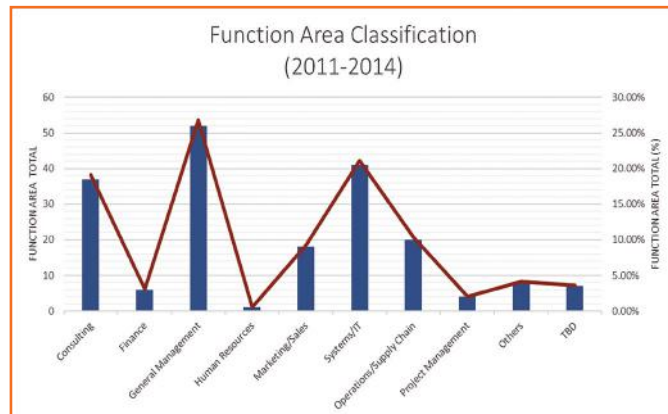




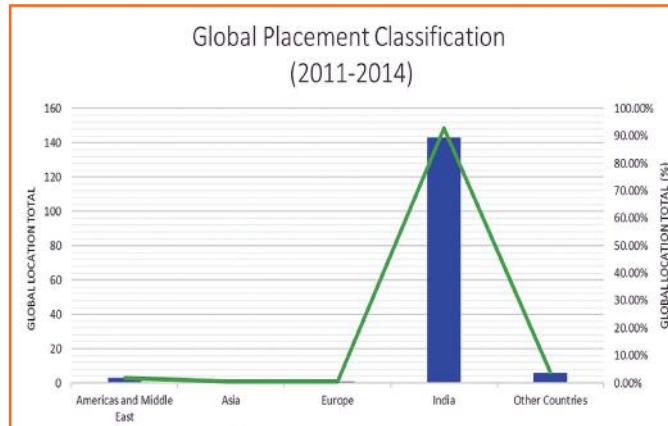
as per **Figure 2.5** with 28% of the total graduates bagging jobs in Bangalore. The NCR also has a significant number of PGPX graduates at 23% followed by Mumbai at 16%.

**Figure 2.6** and **2.7** depict the mean and median of the total guaranteed cash payments (Domestic and International) exclusive of the base salary and other additional incentives.

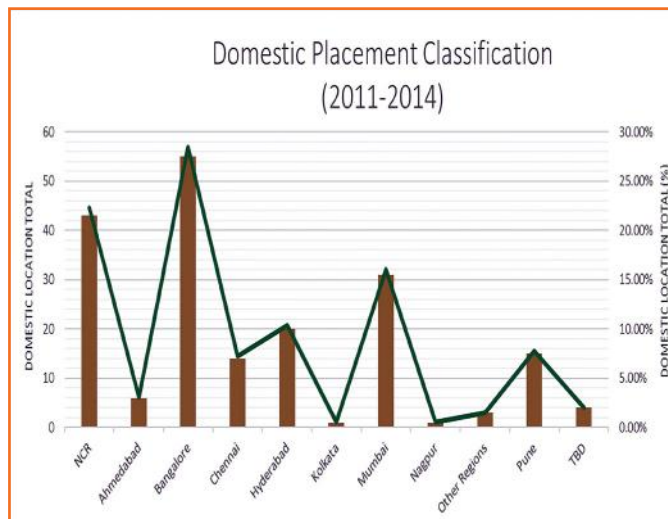
**Figure 2.3**



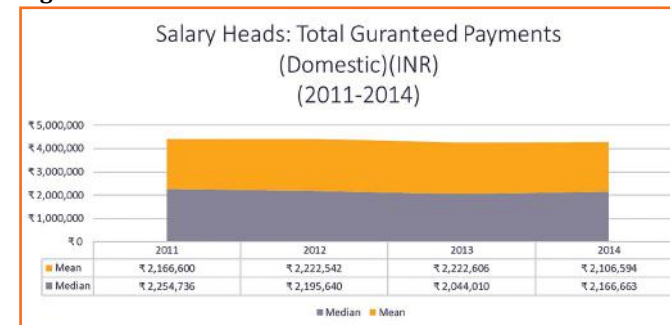
**Figure 2.4**



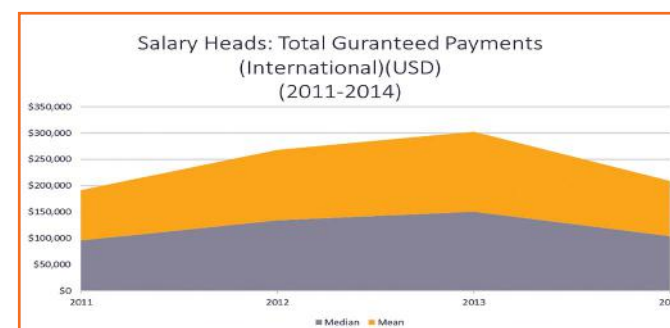
**Figure 2.5**



**Figure 2.6**



**Figure 2.7**



## The PGP-ABM Placement Analysis (2011-14)

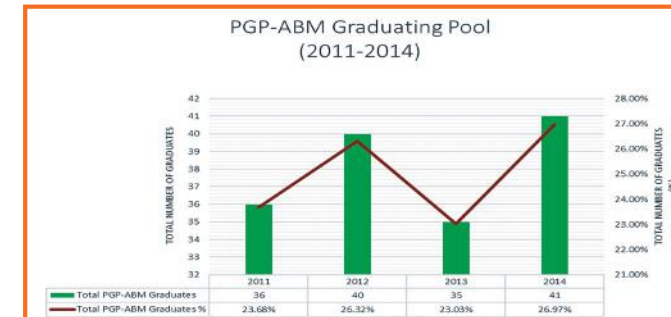
IIM-Ahmedabad's commitment to the Agri-Business sector dates back to its inception, when the Institute accepted managerial issues related to agriculture, food, and other socially significant sectors as part of its thrust areas. A Special Program in Agriculture was started in 1974. Today the SPA has evolved into the two year Post Graduate Program in Agri-Business Management (PGP-ABM)—established to transform dynamic and determined men and women into tomorrow's leaders and decision makers in the food, rural, developmental, and allied sectors.

The PGP-ABM program is a sector-specific program firmly rooted in IIM-A's management culture and philosophy. It has consistently been ranked as the world's best in Agribusiness and Food Industry Management programs by Eduniversal, Paris, France for 2011-12, 2012-13 and 2013-14.

**Figure 3.0** displays the total number of PGP-ABM graduates over 2011-2014. 2014 saw the highest number of graduates at 27%.

**Figure 3.1** examines the total number of graduates placed in each given sector. 42% of the graduates opted to work in the Agri Inputs sector. In **Figure 3.2**, 30% of the graduates chose

**Figure 3.0**



**Figure 3.1**



marketing and sales as their area of expertise while 10% chose business development.

Globally, two graduates per batch were placed in international locations beginning 2011 at Ethiopia followed by Africa in 2012 and Asia in 2013. **Figure 3.4** shows 36% of the total course graduates bagging jobs in Mumbai.

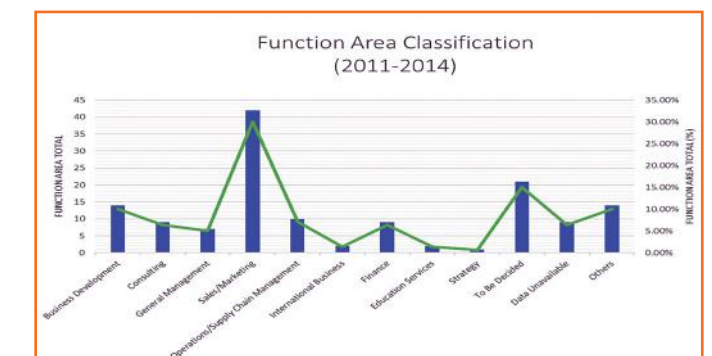
**Figure 3.5** depicts the mean and median of the total guaranteed cash payments (Domestic) exclusive of the base salary and other additional incentives.

**Note:** The Indian Placement Reporting Standards (IPRS) is an effort towards standardizing B-school placement reports. This initiative taken by IIM Ahmedabad and contributions made by the various stakeholders like media, recruiters and other B-schools have resulted in designing a comprehensive Placement Reporting Standard. The standards designed not only assure the privacy of the individual level data or information but also specify the format for reporting aggregate statistics which would satisfy the information needs of the different stakeholders.

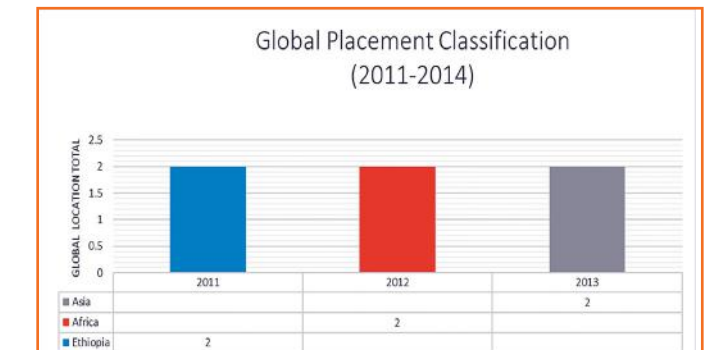
CRISIL Limited is a global analytical company which provides ratings, research and risk and policy advisory services. Headed by Roopa Kudva, PGP 1986 and current CEO of India's leading rating agencies, CRISIL believes in relying on its core values for excellence — integrity, independence, analytical rigour, commitment and innovation—values which must remain

consistent for excellence in a reputed ratings agency. In the following report, the statistical data for each year's placements at IIMA has been compiled by CRISIL keeping in mind the IPRS. CRISIL's majority shareholder is Standard and Poor's (S&P). Standard & Poor's, a part of McGraw Hill Financial (formerly The McGraw-Hill Companies), is the world's foremost provider of credit ratings.

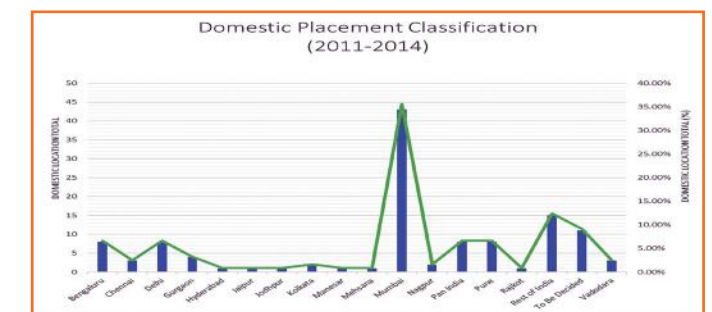
**Figure 3.2**



**Figure 3.3**



**Figure 3.4**



**Figure 3.5**





## In Conversation with Satish Deodhar and Victor Pereira

**Professor Satish Deodhar** teaches in the Economic Area and heads the Placement Committee along with **Victor Pereira**, Placement Officer at the Indian Institute of Management, Ahmedabad



Prof. Satish Deodhar

### What would you consider as principle challenges in regards to the placement process?

**Prof. Satish Deodhar** : Arjuna had come out of complete oblivion to win Draupadi Swayamwar. He had to keep his neck down, focus patiently on the emerging reflection, and aim for the gold fish above. He would have lost the swayamwar had he aimed at the gold fish directly. Our students too arrive on

campus out of complete oblivion and begin to aspire for the very best of the jobs. The challenge is to keep them focused on academic value addition during the programme and not aim at jobs from day one. The staff and the chair has to facilitate the placement process in a self-effacing manner, lest students get distracted by the imminent job prospects.

CXOs of firms are the real do-gooders of the placement process, for they recruit our students. They are also the go-getters - Recruitment is an open system for them, where they would like to do everything possible to get the best talent from IIMA. For IIMA, however, recruitment is a closed system and the challenge is to strive and remain fair to all firms in providing recruitment opportunities. IIMA is the pioneer and one of the very few institutions in India which took up this challenge by initiating a cluster based placement process. Firms with similar backgrounds, functions, job descriptions and/or compensation are called for placement interviews simultaneously within a given cluster.

Every November and February, about 450 students and 150 firms engage themselves in summer and final placement interviews. During such peak-load period, arranging on-campus interview rooms and facilitating off-campus hotel rooms is very challenging. Fortunately, IIMA has a very efficient staff that makes this logistic task look easy.

**Victor Pereira** : Accommodating recruiters on their preferred clusters. Every recruiter wants to come for first or second cluster, which at times becomes difficult to make them understand. Firms also like to conduct off campus interview avoiding to come on campus which is against the placement policy.

### Highlight the differences between placement processes across the PGP, PGPX and PGP-ABM

**Prof. Satish Deodhar**: PGPX is a full-time, one-year programme for experienced professionals. There exists a niche market of senior positions for these professionals. Therefore, Institute follows a rolling process for PGPX which starts in the month of November and continues till April. For PGP and ABM, we hold on-campus job fairs in November and February for summer and final placements, respectively. While PGP and PGPX placements attract firms of all kinds, ABM placements attract firms involved in agricultural input marketing, food processing, Food FMCG, and biotechnology.

Victor Pereira: PGP and PGP-ABM have cohort and cluster based placement processes while for PGPX there is a rolling placement process.

### Talk about the role that students play in the placement process. How do they constitute it? Also, how is it unique?

**Prof. Satish Deodhar** : Unarguably, students are the most important stakeholders and they discharge an important role in the placement process. Every year, a student placement committee consisting of 20, 7, and 7 members is constituted for PGP, ABM, and PGPX, respectively. One among them in each of the committees is elected as secretary by the student body. FPM student placement committee has three student members. One student from the PGP student placement committee functions as the media secretary for placements for all the programmes. Administrative support is provided by the staff in placement office. The student placement committees and the placement office work under the overall guidance of the faculty placement committee headed by placement chairperson.

One of the hallmarks of the placement process at IIMA is its fairness and transparency. All students have to provide documentary evidence of the assertions made in their CVs and committees follow a CV verification process before CVs are sent to firms. Moreover, an algorithm has been in place which matches the preferences of students and firms prior to deciding on paired interview sequencing. This process facilitates an efficient and satisfactory interview experience both for students and firms.

**Victor Pereira** : Students play major role in the placement process right from contacting the HR heads, sharing information, inviting them to take part in the process, and executing well planned placement process. The placement secretary along with two other members is elected by students in the placement committee. The placement secretary selects other members in the team. The process is very transparent, where students and recruiters are given fair chance to offer/accept roles to students and from student's side, there is freedom to choose their dream job.

### Highlight the goals of the placement process over the next few years.

**Prof. Satish Deodhar** : All IIMA activities are process driven and reviewed periodically. A task force to review the placement process may be constituted next year. Among other things, IIMA is thinking of and already initiated a few steps to promote entrepreneurship among the graduating students. While the Institute would like to maintain the organic association students have had with the placement

process, freeing some more time for academic activities could be thought through. Engaging with professional recruitment services and/or enhancing the scope of in-house placement services may be considered.

**Victor Pereira** : To make company registration, job confirmation and opting out of the placement process online.

## FAQ Website Related Difficulties

### 1. I have forgotten my alumni code and password.

Please login at [www.iimaalumni.org](http://www.iimaalumni.org) to find your alumni code. Click on 'Recent Activities' to access further information. You can also simply click 'Forgot your alumni code' or 'Forgot Password' on the login page. Submit your registered e-mail id and click submit. Your code will be mailed to you shortly at your registered e-mail address under the subject of 'IIMA Alumni Portal-Alumni Code Notification'. However, if there are further issues in retracing your code, please send in a scanned copy of an official government recognized identity proof. This may include either your IIMA Degree Certificate/ Passport/Pan Card/ Voter Card/ Aadhar Card. You may mail these details to the alumni office at [alumni@iimahd.ernet.in](mailto:alumni@iimahd.ernet.in).

### 2. I have forgotten my registered e-mail id. I am also not registered on the website.

For either of the above two situations, please contact the alumni office at [alumni@iimahd.ernet.in](mailto:alumni@iimahd.ernet.in) mentioning your entire name along with the program you attended followed by the year you graduated. Please attach a scanned copy of a government recognized identity proof. This may include either your IIMA Degree Certificate/ Passport/Pan Card/ Voter Card/ Aadhar Card.

### 3. I want to apply for an Alumni Identity Card.

To apply for an alumni identity card, please visit [www.iimahd.ernet.in/alumni/aluicard](http://www.iimahd.ernet.in/alumni/aluicard). Enter the required information and submit the form.

### 4. I want to join official IIMA LinkedIn Groups. How do I go about this?

Please visit the alumni website at [www.alumni.iimahd.ernet.in/contents/index/35](http://www.alumni.iimahd.ernet.in/contents/index/35). Please use your registered e-mail id to continue accessing the groups.



## Saath

**Varuna Sharma**, Editorial Associate, *Alumnus* compiles inputs from various alumni on the re-unions held on campus over the months of December and January

**Editor's Note :** Re-unions invariably bring to the fore, memories of days well-spent at IIMA. They also highlight the realization that time is one heck of a roller-coaster ride. Hence, every year, batches from across generations meet to re-discover, celebrate and shine well-knit bonds of friendship, love and togetherness. The seven re-unions (highest record in a year) ushered in winter evenings well spent under the starry skies visible from and around IIMAs architectural marvel—Louis Kahn Plaza.

### The Silver Jubilee Re-union : The Batch of 1990

The batch of 1990 celebrated their Silver Jubilee Re-union from December 26-28, 2014. Attended by 66 batch-mates many of whom were accompanied by their families, the re-union was organized efficiently and pro-actively by the alumni network. While the first day covered events which included a session of golf organized by **Lenka** during the day at Kalhaar Blues and Greens Golf Club, a treasure hunt and a musical night with performances by a Ukrainian troop; the second day began with alumni paying their respects to deceased batch-mates. Interactions with faculty and an official photo session were part of the schedule on the second day. All in all, an abundance of talent was on display, which would have been further enhanced if singing stars, **Anupam Pandey**, **Panja**, **Venky**, **Arnab Mallik** and **Ramabhadran's** wife were present. They set the stage on fire with their musical abilities back in 2010 during the 20 year re-union. Giving **Balaji** company with a spritely performance was **Apurvi** – maybe her newfound talent has something to do with the spirits she imbibes on the job (Diageo)! **Pushkar** and **Ranjan Kar** also entertained the batch with their numbers and then we had **Shobana** and her sporting daughter with some peppy, Tamil numbers.

One of the most exciting moments of re-vising campus includes the moment when alumni nostalgically tour the dorms once possessed by them. The Batch of 1990 had previously paid homage to five deceased alumni during their 20 year re-union. This year, the batch paid tribute to a total of eight deceased alumni. At the 20 year re-union, we had paid homage to 5 batchmates; with 3 more batch-mates having passed away since then, we paid homage to 8 of our departed batch-mates. There were recollections about the good times spent with them and interesting anecdotes by those who were close to some of these departed batch-mates. In particular, given the tragic circumstances of **Rambo's** death, it was felt that we should have a close-knit community so that help is always at hand if required. **Mayukh Mitter**, the quiz wiz (only 2-time winner of the Bournvita Quiz Contest in the history of the Quiz Programme), who people may remember as the one who hosted the Nostalgia



Venkat Rao bringing the house down

Quiz at our earlier 20 year re-union in Jan 2010, has been honored with a PAN-IIM Quiz in his memory at Singapore, the 1st edition of which was held this year. This was made possible due to the initiative taken by batch-mates from Singapore —**Amit Gupta** and **Alok Sharma** in particular. The circumstances surrounding how **Prof. Pratap Oburai**, our batch-mate, went missing, remain unclear to this day.

*“Nostalgia aside, it was interesting to note how some alumni enjoyed re-visiting the dorms several times!”*

During the session held for interactions between the faculty and alumni, **Rama Bijapurkar** advised WIMWIans to move away from being ‘insecure overachievers’. **Prof. G. S. Gupta** advised alumni to keep smiling—advice which the alumni recognized as familiar and warm. **Prof. J. C. Varma** recollected memories on his special bond with the batch especially since it was his second year of teaching at the

*“ It was hilarious to observe pleasantries being exchanged on a few occasions where the concerned ‘exchangers’ avoided eye contact only to have their eyes glued to the concerned individual’s name tag—a quick recovery from long-term amnesia! ”*

Institute. He also re-affirmed his continuing love for bread as recollected by one of his students! Batch-mates recalled Prof. Rao’s famous ‘lift problem’. Prof. Rao affirmed that the problem remained unsolved to this day! **Prof. Venkat Rao** also commented on the difference between students of yesteryear and today. The batch could not stop laughing when he said, “The students are taller now!” In keeping with the theme of re-living memories, **Amit Gupta** conducted a Nostalgia Quiz for the alumni. Interesting questions were asked to an excited audience of witty alumni whose responses elicited warm feelings of nostalgia. With many





Music night with Apurvi



Music night with Balaji

*"It is often said that talent in some blooms late. Who would associate P Balaji, I-Schol, Tass recruit and CEO extraordinaire, with music and singing? Balaji's performance and rendition of Kishore Kumar songs on Musical Nite was so wonderful that one wondered how his talent went un-noticed on campus"*



Firewalkers

The evening saw a bunch of keen folks wanting to do the Firewalk. **Sanjay Pande** had promised to organize a Firewalk for the SJR at a previous re-union. The idea came into shape and although Pande was unable to attend the event, the walk on fire remains a cherished memory. 13 brave alumni walked over a bed of burning charcoal, after receiving insightful guidance and pre-walk training. Some of them wound up with blisters on their feet but everyone agreed to the event being a memorable one. This makes for one heck of a good story to tell the grand-children.

### Tour de' Ahmedabad

The class of 1990 organized visits to the following locations within Ahmedabad:

1. Kalhaar Greens
2. Vishala



The Class of 1980

## Pantees Saal Baad: The Batch of 1980

PGP 1980 celebrated thirty-five years from December 19-21, 2014. The re-union marked 10 years since December 2004, when the batch celebrated their Silver Jubilee Re-union. A total of 38 alumni from across the globe, attended the get-together held on campus earlier this year. Batch-mates toured the campus along with families and re-visited places on campus which brought back memories of days long gone. Alumni got together at various locations on campus (CR2, the dorms, 324, RJMC, the new sports complex etc.)

*"PGP 1980 contributed an approximate total of ₹ 13,75,000 towards Prayas, sports activities, and the Heritage Club"*

where they re-lived their experiences at the Institute. **Arun Wakhlu** led a silent prayer for the departed souls of **P. Vellodi**, **Purnima Parshad**, **N. Sivakumar** and **R. K. Nagpal**. **Jayantha Bhakta** conducted a Nostalgia quiz by showing old photos of the batch-mates collated by **Yasho Saboo** who generously put his watch up for auction. The auction was won by **Ravi Jain** and **KMS** who contributed a total of ₹ 71,000

each. With further contributions from other batch-mates, the kitty carried a total of ₹ 2,25,000 which went towards furthering noble causes.

Interactive sessions with the Director, Deans and Faculty were conducted and informal interactions between the alumni and faculty contributed towards strengthening bonds between the alumni and the Institute. Activities were organized to keep the alumni engrossed and entertained during their three-day

### Tour de' Ahmedabad

The batch organized visits to the following locations within Ahmedabad.

1. Astodia Darwaja
2. Chandra Villas
3. Sabarmati Riverfront
4. Patang

stay on campus. Quiz master **Sanjay Chakrabarty**, Triton Advertising conducted a fun quiz for the alumni. **Sunil Chainani** led a short run for his batch-mates on the morning of December 20, 2014. The batch also celebrated **Radhika Haribhakti's** birthday on the same day. A sports tournament between the alumni and current PGPM students saw intense excitement and a compelling sportsmanship spirit in all the



players. The tournament titled 'PSB (Pantees Saal Baad) versus. Youngistan (PGPX) comprised of players for badminton (**Jayantha Bhakta, Praveen Gupta and Arun Wakhlu**) and table-tennis (**KMS Sreeniwas, Arun Wakhlu and Balu Iyer**). Team PSB won the tournament against all odds!

A heritage walk was organized for the alumni during the course of which they were presented with the choicest options in food from well-known local joints. In terms of entertainment, alumni saw performances by Hindustani classical artists, ghazal singers and local dance troupes. As the re-union drew to a close, the batch pledged to meet again in Muscat, two years from now, from December 16-18, 2016.

Inputs By: Himal Parikh

## The Forty Year Re-union : The Batch of 1974

The year was 1974—times were undergoing drastic changes when a privileged batch of students were one of the few in the country to be part of an Institute which at the time, was one out of two locations in the country which provided access to a computer.

*“Usha wound up being called a policewoman after continuously urging everyone to move forward to the next destination. This had us in splits of laughter!”*

The 10th batch of IIMA received their diplomas from **Kasturbhai Lalbhai**, at a time when IIMA had revolutionized the idea of management studies in India. Alumni of the era hold close to their hearts memories of the past—at a time when the present gymnasium housed D-323/24.

The class of 1974 celebrated forty years last year from December 12-14, 2014 at the IMDC New Campus in



Batch-mates pose for a groupie at Kankaria Lake



The alumni office team



At the Gandhi Ashram

Ahmedabad. The original strength of the batch comprised of 116 PGPs and 11 FBAs including 2 students from African countries and 10 female students. With 30 out of 116 batch-mates, the participation strength including family crossed 60. A total of 31 batch-mates and their spouses attended the re-union held at the IMDC New Campus in Ahmedabad.

**Arvind Raje**, the senior most batch-mate recently turned 80. As a mark of respect, **Raje** and his wife were presented with a shawl and bouquet of flowers respectively. How did a group of alumni connect officially for the first time in years? Well, the idea to hold a re-union after 40 years floated amidst

*‘The fairest things have fleetest end,  
Their scent survives their close’*

*Francis Thomson, Modern British Poet*

batch-mates as early as February 2014 via an e-group mail. The response was prompt as everybody realized it as an opportunity to meet and share experiences—gains and losses, both professional and personal. With many retired, the re-union posed as the perfect way to spend some quality time with friends of long. The Institute presented itself as the perfect location to hold a homely get-together.



The class of 1974 at Sarkhej Roza

### Tour de' Ahmedabad

After arriving on home ground, alumni spent oodles of time with their batch-mates and families on campus and otherwise. PGP 1974 organized visits to the following locations within Ahmedabad.

1. Sarkhej Roza
2. Rajwadu
3. Sabarmati Riverfront
4. The Gandhi Ashram
5. Gulmohar Greens

The excitement built up from the very beginning and continued all through till the date of arrival on campus in December, 2014. An extensive effort was made to trace each batch-mate and invite them for this landmark re-union. However, the process of reviving links entails the discovery of time's worst reminder—the inevitability of death. The batch paid their respects to 10 fellow batch-mates— **R. Sankaran, J. J. Nazareth, A. M. Rao, M. Bhargava, Manoj Dutt, R. Laxminarayana, Shankar Bose, M. S. Chnadranouli, A. V. Ajmera and P. S. Sethi**.

Once on campus, alumni set out on a tour of the campus. Nostalgia set in at its peak when PGP 1974 could not get enough of looking at an enlarged photograph of their convocation set singularly on the wall at the reception adjoining the Harvard Steps. One of the highlights of the re-union included interactions with Director, **Ashish Nanda** and Dean (AE&R), **Arvind Sahay**. Yearbooks came alive in an interactive session devised by **B. S. Prakash** and alumni spent quality time engaging in nostalgic discussions. The batch thanks **Paka** for making the presentation not only memorable but also interesting and fun. After three days of memorable fun, the batch departed from campus after bidding each other goodbye in Gujarati (Aavjo).

Inputs By : Babulal Yadav

### Alumni Speak

*“I was impressed by the new initiatives that have been taken by the Director and the Faculty, specifically in the two areas of student exchange and Prayaas, thereby creating not only the best managers that the country can produce, but also responsible human beings, aware of their duty to society, was heart-warming. Our sincerest appreciation to the Director, Faculty, Staff and the Students for giving us such a great opportunity”*

**Debu Halder**

*“The new campus is amazing and worthy of a truly world class institution. I am leaving now with the firm conviction that we must have re-unions only on campus”*

**G.R. Srinivasan**

*“Usha, Beena and Babulal had worked very hard indeed to make it so for all of us. Everything, without exception, was planned meticulously, with attention to the minutest details, and also executed to perfection and clockwork precision— a perfect example of selfless service for collective benefit ”*

**Samish Makhija**

*“ Though I could attend only one day, it was such a delightful experience that I wish I could have been there all three days. The opportunity to meet so many class-mates, to see the old and new campuses and to spend the day steeped in warmth and nostalgia was wonderful. Thank you again and to all classmates who were there – it was great meeting you again ”*

**Hemrekha Vishvanath**

*“ The memories and taste of the feasts that you laid out for us still linger—congratulations! The whole program was meticulously planned and executed by the team. It kept the participants in a fabulous mood and families enjoyed the program. Jayashri wants me tell you all that she remembered the days when she would visit the campus with my son Prasad every Wednesday to have Egg Curry for lunch. I was overwhelmed by the love that was showered on both of us by all of you ”*

**Arvind Raje**



## Bees Saal Baad: Memories from the Class of 1994

*Kalpna Sitaraman, PGP 1994 and other alumni sent in a feature article on their re-union held from January 2-4, 2015*

It was the first weekend of 2015 – and I arrived at the campus with mixed expectations along with my husband and son. I was worried and scared if I will ever be able to identify anyone at all after 20 years. And as one by one, started arriving, it was heart-warming to see familiar faces, so very familiar, while the names were evading, and a longish stare helped, but I was unsure if the names we used to call each other then, will still hold. And soon, the 90-odd 45-somethings (some accompanied by bal-bacche), recovering from seeing the year in, trudged in to the campus for our first reunion ever, 20 years after graduation. And so I heard, we broke the record, of the highest batch size ever at reunions.

The tempo had already been building up. **Reddy**, in a magnificent single-handed display of organization and persistence (in the process tearing down all our dearly-held notions of collaboration and group work), drummed up the enthusiasm of a jaded bunch. As the folks started gathering on campus, the WhatsApp group came alive with selfies from LKP and excitement built into a crescendo. And those not present, wished they were here. Special mention is due to the Singapore contingent which had almost full attendance.

After registrations and checking into the comfortable rooms at the strange and swanky IMDC on the new campus, we convened for an inaugural session. Will anyone recognize anyone— was uppermost in everyone's thoughts! But as the introductions started, the years fell away and we were all once again standing up and acknowledging our misspent youth— the embarrassing nick-names, the arbit CP, dunkings and Wet DJ, **Rambhai** and NR.

A wonderful Bollywood night party had been organized on the first night. What nostalgia was kindled as **Rafi (Arun Rangaraju)** took the stage to render 'Nadiya se dariya' with



*The Class of 1994*



*Narendra Murkumbi and Himanshu Bhatt share happy memories*

**Nachi (Narasimhan Easwar)** and **Cheeku (Rajat Agarwal)** joining in later. New talent was also discovered as Reddy, **Slow Surd** and **Max** all belting out numbers as well. And then, in a lovely flashback to times at the LKP, the party ended with much throwing around of arms and legs (read dancing) and as the jaws of the watching children dropped, their parents formed a train and did a little jig to the strains of 'Zindagi Milke Bitayenge'

Did I say the party ended? Wrong – Several temporary NRs run by D13, D4 and a music gang cropped up. There was **Bolji's** room so kindly set up with a free Visa on Arrival bistro and continued reminiscing and catching up on 20 years till it was time for the yoga session for the more elastically inclined amongst us. **Navjeet**, the early riser, took us thru yoga lessons.

The morning saw a cricket match which was taken very seriously and played with great sincerity - the spirits were very willing even if the flesh took a little longer to respond. Dorm visits and sitting in our old places in the classrooms brought back a flood of memories. The photo-sessions have given us something tangible to look at, but for most, the memories are really treasured elsewhere. Interactions with the Director, Dean and faculty during the course of the two days were great eye-openers. The new direction and aims set for IIMA are truly inspirational and the class of 1994 is committed to doing what it can to give back to our beloved

alma mater. Efforts to endow a chair are underway and we hope to be able to contribute significantly to IIMA climbing greater heights.

The night finished with a very pleasant dinner at Barsana, an open-air restaurant themed around a village setting. For a change, all of us were in uniform, the sponsored sweatshirt-hoodies. Spouses and children enjoyed themselves at the music, palmistry and other activities. **Nalwa** had us in splits with his shayiri —and a request has gone out for a Youtube rendition of this. "Ab ghar ja kar kya mooh dikhaonga? Jab saath na number ya numberwali lekar jaoonga" and "Toh Baithe Rehne se kuch nahin milta hai Yaaron...Na Milti hai Shri Na Vidya" still lingers as we are convinced that he is in the wrong profession!

And as we started winding down and making our farewells, a realization slowly dawned. We had experienced something truly memorable and treasured. Old friendships had been renewed, new connections forged. The strains of 'Zindagi Milke Bitayenge' (the anthem during our times!) may no longer waft through the air but there is something incredibly special in returning to the warm, accepting folds of those who started out in life together and a wow taken to meet up again at the Silver Jubilee Reunion.

## The Fifteen Year Re-union: The Class of 1999

The class of 1999 celebrated 15 years since IIMA from December 26-28, 2014. Extracted below are inputs from alumni. The batch checked in at Hotel Pride on the evening of December 26, 2014. The next two days saw the batch catching up with batch-mates over sessions of gupshup. The batch also interacted with the Institute's Director, Deans and Faculty. Interactive sessions were held for the batch where they revived days of old—whether it be in class-rooms or out. Alumnus captures precious snippets generously contributed by alumni.



*Caught in the heat of the game*





The Class of 1999

*"Fifteen years ago, we stepped out of the brick walls of a well-known institute of management in western India ready to set alight the new millennium. And as 2014 drew to a close, the batch of 1999 reassembled in Ahmedabad to continue the chaos"*

*"We must say that the manager of Mirchi Masala was more than happy to see our back—our noise levels caused quite a few other guests to walk away"*

*"We were happy to hear about the Director's vision and about some of the recent developments at the Institution"*

*"Shagun, Dholu and DJ got the audience to their feet after they rolled back the years by belting out number after number on stage—no one could not resist the temptation."*

*"One of our major agendas focused on a discussion regarding methods by which the batch could contribute to the future of IIMA. In spite of several CP kings and queens missing in the CR, it was the most active discussion in our batch history. A dipstick survey of the batch's willingness to contribute (positively) surprised us and a five-member committee has been created to take this further"*



Enjoying a game of Cricket



On the dancefloor

*"Frisbee showed our real state of fitness! Within minutes, we were begging for half time. Even as Ram, Phony, Boxer and Shubhendu showed us that class is permanent, we unearthed new talent in the form of DJ, Karthik, Goriya and Parag. By then, we had burnt enough calories to prepare us for a Gujju thali at Toran!"*

*"We thank Kissan without whom this reunion was beyond the realm of the possible. We can't wait to get back to the Institution in five years and continue the chaos"*

*"The high quality of the music can be assessed from the fact that in a never-before-seen incident, Apte too was seen shaking a leg!"*

*"Soon, Mani, DJ and Kuldeep were giving us 'senti' accounts of how IIMA changed their life, while Senti kept notes"*

*"As the fifty of us assembled for the last time to discuss the next steps, sadness had set in. The re-union was coming to an end"*

*"We all feel a tremendous sense of vicarious pride at what our peers have accomplished"*

**Inputs By : Srinivasa Addepalli, Sumeet Mehta and Deepak Jayaraman**



Performing on stage





Welcoming back the year 2004

## Centi CP: The Class of 2004 celebrates Ten Years

Alumni celebrated 10 years since their convocation in 2004 from January 2-4, 2015 in Ahmedabad at the IIM campus. When the communication regarding the re-union came from the Institution, the excitement in the batch was palpable. Alumni across the world looked forward to celebrating ten years and spend some 'senti' time with each other. Interestingly, alumni noted, that they had not spent sufficient time touring the city considering the fact that they spent most of their time in academics. Hence, the re-union posed as the perfect opportunity to capture and inhale the 'Amdavadi' way of life.

The re-union began with everyone exchanging warm greetings. Alumni fondly called their batch-mates by nicknames and caught up over nostalgic sessions of tea. The batch went on a campus tour where they were happy to notice the grand changes in the Institute. Sessions with the Director, Deans and Faculty were organized over the span of

*"There are several eateries which have come up on the campus apart from the mess. The new campus is absolutely gorgeous and still maintains the serenity and soul of WIMWI"*

the re-union. They highlighted the number of changes in the last few years. Specifically mentioned was the success of the PGPM program. The recent batch comprises of 30% women—categorized purely on the basis of merit. Many felt that they had graduated a bit too soon upon listening to the news. As students and successful professionals and more importantly as family, the alumni felt motivated to give back to the Institute via contributions.

A session was organized with the legendary **Prof. Ravi Chandran** who had generously agreed to **conduct a case**

*"We appreciate the critical role played by Whatsapp in all this co-ordination. At one point, there was a non-trivial possibility of the number of Whatsapp groups formed for the reunion to cross the number of participating families!"*

**study for the re-union.** In the ten minute break between the two sessions, as told to Alumnus by fellow batch-mates, Bachcha (Madhur Singhal) was seen mugging desperately

*The batch really missed Rambhai's chai*

before finally giving a REM to his batch-mates. The batch revisited vivid memories of Prof. Ravi Chandran's welcoming smile upon watching him enter a class-room ten years ahead of the convocation. One cannot forget his classic opening question, "So, who would like to start the case?" He instantly knew that we had not read the case, especially since old habits die hard.

Inputs by: **Anurag Kedia**

### Tour de' Ahmedabad

Akshardham Temple  
Tomatoes  
Kankaria Lake



Mess masti on campus



The batch with family



Evening fun at the re-union

### Alumni on Faculty

*"He conducted one of the best sessions any of us had ever attended on "life". This was probably Prof. Ravi Chandran at his sweetest best, and we sincerely felt obliged"*

On **Prof. Ravi Chandran**

*"Prof. Handa was at his usual best—candid, insightful and concerned about the students and the institute. He shared many interesting incidents about the campus"*

On **Prof. Sunil Handa**

### The Class of 2004

1. **Aakrosh Sharma (Jigo)**
2. **Chirdeep Bagga (Bubbu)**
3. **Sachin Singhal (Fatlee)**
4. **Anurag Kedia (Dalla)**
5. **Om Prakash Periwal (OP)**
6. **Akhilesh Tilotia (Fudkoo)**
7. **Samrat Mandal (Chutta)**
8. **Mahdhur Singhal (Bachcha)**
9. **Ram Ganesh Iyer (Zilli)**
10. **Karthik Balasubramaniam (P Schol)**
11. **Amberish Rathi (Huggie)**
12. **Kartik Seth (What)**
13. **Ani Deshmukh**
14. **Vivek Tuteja (Chaate)**



## The Fourteen Year Reunion: The Class of 2000

After two failed attempts in the last five years, any talk about the Y2K batch reunion was viewed with healthy skepticism. Some engaging banter in prose and rhyme on the batches' Facebook Group was the overdose of entertainment that improved both credibility and attendance. Some gems are reproduced below:

Thanks to **Zuckerberg, Ken, Sid, Bhaskar, VidyaC**, Nonie ably supported by the rest we had a turnout of 68 PGP, 30 spouses and 14 off springs. Now this was a party! The Alumni Office teamheaded by **Arvind Sahay**, Dean (Alumni and External Relations) along with Anjum Khan, Himanshu Bhatt and the PGP anchor – **Mohamad Farhan** were extremely generous with their help. From accommodation to the agenda they did pulled every trick in the book to make our visit comfortable, enjoyable and easy. **Khadu** – first willingly and then at gun point - anchored the logistics with them.

A light agenda (partly by design and partly inertia) allowed us to catch up the entire goings on of the last 14 years. The PGP



Interactions with Ashish Nanda and Arvind Sahay

## Facebook Posts from the Class of 2000

- “Peshhai mere do cents  
Fully non sense agenda hai  
good masti and food  
Lekin please ek change  
Even if it's strange  
2 States mat lagaana  
Alia Bhatt ka Naachgaana  
Nahi jhela jayega again  
Bahut jyaada hoga pain  
Campus toh live we will see  
Why re-visit the movie  
Baaki all is well ”
- “Arre Push, you are forgetting,  
Saiko has become old  
Par mombatti ko jalao  
mike one will hold,  
Gayenge Zombie, even if raat is cold,  
Santa tum kahan ho, for talent  
nite uncontrolled? ”
- “Ken tu ne kardiya floor  
2 states hoga no more.  
Alia can't a mombatti hold  
to Nonie and Saiko magic  
unfold. ”
- “Saiko, you can never age.  
You and your crow are forever a rage.  
Santa Gugu will strum and sing  
as Prof. Nitika's CP will wisdom bring. ”
- “Ken, Push, Vidyac, Bhas and now Saiko too,  
Add Gugu, Santa, Battery to this and by God,  
what a rock star crew!  
Who can forget 'Zombie', 'Breathless' and 'Ironic'?  
Only thing missing then was gin and tonic.  
Can hardly wait for the reunion to arrive-  
Ramp party, T-nite, dance and jive.  
Mirch Masala, Patang and Vishalla  
Reliving good old times at our masti ki  
pathshaala! ”

## The 50<sup>th</sup> Convocation

The Indian Institute of Management, Ahmedabad will be hosting the Institute's 50th Convocation on March 21, 2015 on campus. The Chief Guest for the landmark event is Ajaypal Singh Banga, PGP 1981, President and CEO, MasterCard.

2s were kind enough to take us around the campus on a guided tour. Every nook in the old campus had stories around it and the nostalgic tour was peppered with tempo shouts. We were amazed at the infrastructure - both academic and social. The dinner on the LKP lawns stretched for four hours as the food was laced with anecdotes and gossip. Post that we had a round of amateur musical performances where **Santa** strummed, **Saiko** sang and the rest of us howled. **Srini** won the award for the hottest new talent for his tribute to **S. P. Balasubramaniam**. The music stopped soon but the conversations ran through the night at the nice cafes between the old and new campus.

Early on Saturday morning, we had to run to a class by none other than **Prof. Ravi C.** The case discussion was serious and demonstrated that some people were untouched by these 14 years. Prof. Nikita was thoroughly impressed by the quality and quantity of CP. The session with Prof. Nanda and Prof. Arvind helped us understand their vision of IIMA and the roles they wanted the alumni to play. Prof. Basant shared the wonderful work that CIIE has been doing and his vision for the centre.

We stuffed ourselves at the iconic 'Tomatoes' which was frozen in time – from the curios on the walls to the pop corn baskets to the dessert platter. More lazy conversations as we braced up for the Mother of Ramp parties with **D. J. Sid** with Govindaremixes flown in from NY. Fati went back 14 years and choreographed electric pelvic thrusts for his favorite 'TunakTunak' number. The fun flowed freely and so did the apple juice. We had a special guest for our Group pic on Sunday – the inimitable **Prof. Jain** who still had that 'I know you haven't read the case' twinkle in his eyes when he saw us. Finally after two days of nostalgia and merriment it was time for the Y2K junta to go back to being Bankers, Consultants, PE gurus, Hi Tech gurus, CXOs. Extracts of conversations between alumni have been captured in the form of a script.

## Alumni Poets

*This rhyme makes complete sense.  
Disqualified it is right away hence.  
The un-waxed football legs in lycra  
that sizzled!  
The unmade point in the CP that  
puzzled!  
Strings and scales in the LKP camp,  
Govinda belting on the holy ramp,  
Surprise surprise a RaviC mellow,  
Santa went yellow that Cocubes  
fellow.  
Shishir late for class, how can that be?  
Nitika in class but zero CP?  
Late night banter with burgers  
Wonton?  
When Beta said "Wow" was he turned  
on?  
Hajaar such questions can fill up a  
tome  
We went back in time when campus  
was home.*

Push

*One last one before we go,  
For old friends that we know,  
Thanks for a truly great time,  
Really hard to capture in rhyme,  
Was amazing the fun we had,  
Remembering both good and bad  
I could hardly believe my eyes.  
Those calendars clearly are lies,  
it seemed like time rolled back.  
It all seemed straight out of WAC.  
RaviC A. K. Jain WIMWI and us,  
all seemed a trippy magical bus.  
Tomorrow life goes on again,  
for most of us in the fast lane.  
Old friends they say are good for the  
soul.  
The last two days were pure  
rock'n'roll!  
So long everyone-fare thee good,  
See y'all soon - knock on wood!*

Ken



## Live Feeds

**Kalsi:** Yaar agenda kyahai?

**Ravi C:** After this class, I don't know how to stay in touch with all of you.

**VidyaC:** Sir, there is a tool called LinkedIn...

**Nonie:** Sir I want to make a point...

**RaviC:** Of course, otherwise why would we let you speak?

**Zhandu:** Sir I want to say something which is relevant to this.

**Ravi C:** You say, we will decide later whether it's relevant or not.

**Kalsi:** Yaar agenda kyahai?

**Jasmeet:** Tanya's father is a pilot (muffled noise in Tomatoes)

**Miranda:** What? Her father is a pirate?

**Jasmeet:** Nahin— pilot.

**Sid:** Imagine, if the father was a pirate

and he comes to meet Jasmeet, extends his right hand, and it turns out to be a hook!

**Kalsi:** Yaar agenda kyahai?

**Soccer:** The two team captains were out in the first 10 minutes owing to injuries. In 20 minutes, half the players were out injured or tired.

**Badri comes along and says:** Is this first half or the second half?

**Shantu (while reading the case):** yaar ye to bada 'intrusting' case hai!

**Shantu (while having breakfast on day 2):** you know, these PGPs, they have 180 girls 'for' 400 guys.

**Shantu (heard by someone, somewhere in WIMWI):** I have dressed down to meet you guys.

(Ken told us the story of how he got a better grade than Kamal Agarwal in

Managerial Communications. The story is too long and intrusting to be repeated here.)

**Someone:** Where is Bappi?

**Someone else:** Wherever Nonie is...

**Beta (pointing the camera at Santa):** Aameinteriselfiletahoon

**Sid:** Why did Santa wear a Bandana while playing the guitar? Because he wanted to play like Santana.

Someone asked a passerby take a picture of the group at LKP  
**Miranda:** Yaar ye apnekhudke camera se to nahin le raha picture?

**Jasmeet:** When I go to have Langar in a Gurdwara, they say "daal, daal, daal, (and when they see me) lentil sir?"

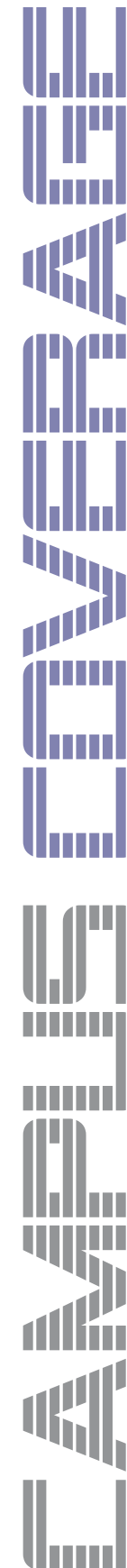
**Cyrus Driver, after Tomatoes, pointing to his tummy:** Mere andarek 16- year-old hai, jobahutrorahahaimera pet dekhkar.

Inputs by: Pushkaraj Shenai



Which part of campus is this?

Trivia Quiz



## ► Prof. Ankur Sinha joins the Institute



Ankur Sinha

**Prof. Ankur Sinha** joined the Institute on February 02, 2015 as an Assistant Professor in the Production and Quantitative Methods Area. Prior to his association with the Institute, Sinha was working as a Post-doctoral Researcher at Aalto University School of Business, Helsinki, Finland since April 2011. He was also a visiting scholar at the Michigan State University from January-August 2013. Sinha also has a doctoral degree in Business Technology (2011) and a B.Tech from IIT Kanpur (2006). He is available at his office in Wing-04 G and can be reached on extension number 4837. You can also email him at [asinha@iimahd.ernet.in](mailto:asinha@iimahd.ernet.in).

## ► A.M. Naik re-nominated as Chairperson

The Ministry of Human Resource Development, Government of India has re-nominated **A. M. Naik** as Chairperson of the Board of Governors and Society of IIM Ahmedabad for a period of three years.

## ► Promotions

**Sobhesh Kumar Agarwalla** and **Rama Mohana Turaga** have been promoted to the position of Associate Professor.

## Members of the FDP Committee

Following **Prof. Rajeev Sharma** assuming the responsibility as Chair, Faculty Development Programme (FDP) on November 25, 2014, the composition of the reconstituted FDP Committee is as follows

**Rajeev Sharma- Chairperson**

**Naman Desai**

**A. K. Jaiswal**

**Kirti Sharda**

**Rama Mohana Turaga**

**Vijaya Sherry Chand**

The Institute thanks the Committee for their contribution.



## Blueprint for Indian Renaissance: Confluence 2014

*Team Confluence sends in a report on the brief ideas of the event*

Confluence 2014, the Flagship Management Symposium of IIM Ahmedabad witnessed foot-print of more than 15,000 students from B-schools across India including IIM B, IIM C, XLRI, FMS and other IIMs. Over the three days from November 28, 2014 to November 30, 2014 IIMA campus hosted a cumulative audience of over 3000 enthusiastic participants. Team Confluence conducted 20 registered events and gave a way a prize money of more than ₹ 20 lakhs to the winners. Under the Management Student Program Workshop (MSP) series, seven workshops were conducted consisting of four eminent professors of IIM Ahmedabad, one from a policy think-tank MY Parliament, one from the South Asian CEO of the market research company, **Millward Brown** and one from the e-commerce company Infibeam.



*The panelists at Confluence 2014*

With the theme Blueprint for Indian Renaissance, Confluence 2014 aimed to pioneer a radical amalgamation of successful past practices and emerging innovative ideas in the diverse fields of Management with the Indian context kept in

mind. Against this backdrop eminent speakers were called to address the gathering. The keynote speakers included **Richard Rekhy**, CEO, KPMG India; **Mark Pierce**, Australian Consulate-General; **Neeraj Bhargav**, founder and CEO, Zodius Capital Advisors; Vishal Mehta, founder and CEO, Infibeam; **Lt. General Shekatkar**, Army veteran who has co-authored twelve books on security and terrorism; **Dilip Chenoy**, Managing Director, National Skill Development Corporation; **Jayprakash Narayan**, the eminent founder of the Lok Satta Party; Mohandas Pai, Chairman, Manipal Global education; **Prem Das Rai**, India's first IIT-IIM Member of Parliament; **Parth Shah**, Founder, Center for Civil Society; **Aarif Aziz**, GM- Human Resources, GE India Technology Centre; **Ayaz Memon**, renowned sports journalist and **Varun Mathur** of Nimbus Sports.

Another major focus of the symposium was on the twenty registered events across six different domains like Flagship, Finance, Marketing, Strategy, Policy and Operations. Confluence 2014 gave away prize money of ₹ 20 lakhs. The events stimulated the intellectual capital of the student community as a whole and brought

out various innovative solutions to the real time problems that the different corporates are facing. Confluence collaborated with GE to conduct their flagship B-school competition, GENIUS for the second time consecutively.

The Management Student Program (MSP) Workshop series witnessed registrations of more than 600 students from various institutes across India. There were seven workshops conducted by the eminent professors of IIMA as well as corporates. For the first time ever, Confluence conducted 'Parivartan' — a public policy event across four cities simultaneously at IIM Bangalore, IIM Calcutta, IIT Bombay and FMS Delhi on September 7, 2014. Team Confluence believes that this is a very strategic relationship, which could be expanded to other countries as well.

## Insight 2014: The Annual Marketing Conclave

*Team Insight gives the Alumnus readers an insight into the Institute's Annual Marketing Conclave*

Insight launched its first conclave way back in 1986—it became the first festival and the only fifth festival in the country to get the ISO certification. It was originally conceived as a market research festival, where students performed market research. However, it has now transformed to a Marketing Conclave with an entire gamut of events like marketing competitions for students across the country, speaker sessions from the best in the country and workshops for the marketing enthusiasts apart from the unique Great Ahmedabad Mela, a platform for disguised Market research.

Over the course of 27 years, Insight has emerged as a solution provider for corporates through innovative Marketing Research conducted in the Great Ahmedabad Mela thereby drawing huge local audience. It also features a wide range of events that test the mettle of top B-School brains, and seminars by eminent speakers which dissect the latest developments in marketing. Insight 2014 drew a footfall of over 8000 which includes local fair audience and B-school students from across the country in two days.

In Insight 2014 at the Great Ahmedabad Mela— the fair which acts as the platform for disguised Market research was immensely successful. Over the two days, the fair saw a participation of over 8000 people of different age groups. There were two star nights which attracted different segments of population. First night was featured by a Gujarati music artist and the other night was featured by

two performances of a classical dance and a classical music artist. We saw a huge footfall during these performances. Insight approached schools and it saw the participation of over 500 kids in different competitions like drawing, extempore and quiz. At the same time, youth and the elders enjoyed the events. Also, Campus walk, which showcased the history, architecture and culture of IIMA attracted hundreds of people.

While visitors enjoyed the fest to its fullest, the IIMA project teams then designs interesting games which capture consumer responses to provide an insight into the factors that matter in making any decision. The project teams were thrilled with hundreds of responses for their disguised surveys helping them gain incredible insights. There were eight corporate projects rolled out to IIMA student teams which involves a run up to the event in the form of the clients releasing the project proposals and then selecting among the teams who submit their entries.

This year Insight achieved new heights with new Marketing events like 'Adarsh' and 'Cinemark (Movie marketing)' and Star Manager (Sports Marketing) which are among the seven different marketing competitions organized. Students from B-schools across the country contested hard to win the prizes worth **5.5 Lakhs**. 'Adarsh'— a sales and market research event designed to help the NGOs (Srishti and Blind People's association), was conceptualized in order to contribute to the community outreach initiative. During the event, the participant teams sold products worth **20,000 Rs.** for the NGOs and obtained bulk deals worth **80,000 Rs.** tentatively for the NGOs. The success of the event was published in The Times of India and Ahmedabad Mirror.

The event also featured workshops from established firms such as Lowe Lintas (Advertising), Social Beat (Digital Marketing) and IPSOS (Market research). These workshops along with speaker sessions are highly sought after by local as well as visiting students since these put the students in direct touch with leaders of the industry. This year saw an unprecedented participation of over 1000 students for the workshops and speaker sessions from top Business schools and undergraduate colleges like IIM-Udaipur, IIM-Trichy, FMS, SRCC, BITS Pilani, etc. The 'Speaker Series' witnessed some brilliant speakers who mesmerized the participants with their amazing Insights. These speakers included **Ramesh Srivats**, Managing Director and CEO, Tententen Digital Products and Twitter Celebrity; **Ashok Lalla**, Global Digital Head (Marketing), Infosys; **Harish Bijoor**, CEO, Bijoor Consults and **Purvi Sheth**, CEO, Shilputsi Consultants.



## A Business can be Born: Endeavour 2015

*Team Endeavour talks about the event held on January 10, 2015*

January 10, 2015 is a date that will be remembered as the day when PGPX students from IIMA hosted eminent entrepreneurs, who have successfully nurtured and developed their own businesses, and students, who are still searching for the 'Aha' moment, and built a platform for interaction, for networking and most importantly, for learning.

The inaugural speech was delivered by **Prof. Anurag Agarwal**, Chairperson, PGPX, IIMA, who welcomed the chief guests, the panel speakers, the students and all who honored the event with their presence. The discussion was moderated by **Prof. Shailendra Mehta**, Vice-Chancellor of Ahmedabad University and Visiting Faculty, IIMA, who via the verses of Ghalib and Iqbal, dealt on topics ranging from the four biggest motivations of business viz. money, power, impact and relationship to the 'Nazar' to see things that others cannot.

The Chief Guest, **Lord Karan Bilimoria**, founder and chairman of Cobra Beer and founding member of Prime

Minister of India's Global Advisory Council motivated the students with his keynote speech. Guts, building relationships, extreme motivation and determination and relentless persuasion need to be your success mantras to develop a successful and long lasting business.

**Navin Kapoor**, Managing Director, Xpertize United, Dubai, dealt with opportunities that all budding entrepreneurs can look forward to. The \$57 Billion bilateral trade between UAE and India provides a plethora of opportunities in tourism and hospitality, education, real estate and infrastructure.

Soon, it was time for the first panel discussion—'I have an idea but cannot start' – and who else but Prof. Shailendra Mehta was again seen moderating the discussion, pushing the panelists to talk on reasons behind their success. The panel consisted of successful entrepreneurs —**Manish Palliwal**, Founder Member, Corporate Legal Partners; **Ashish Jhalani**, Founder and CEO, E-Tailing India and Indian School of e-Business and **Bhavik Jhaveri**, CEO, Founder of Ambab Infotech Pvt. Ltd

After a brief presentation by CIIE, IIMA, the second panel started its discussion. Moderated by **Prof. P.K. Sinha**, Professor of Marketing, IIMA, the topic was 'Lean Start-up'. Once again, there was a high voltage degree interactive discussion among the panelists —**Dewang Neralla**, CEO,

Atom; **Apul Nahata**, CTO, Reliance Genext and a VC; **Anchal Jain**, Founder, Trensport S.A. and **Sunny Chandiramani**, CEO.

Analysis shows 10% of PGPX students turned entrepreneurs. **Senthil Govindan**, Co-founder of Datawrkz, **Peyush Agarwal**, Founder of Tricolor Nation, **Rohit Raghav**, Founder of *realizing.in*, to name just a few, are all PGPX alumni and proud owners of million dollar businesses. The class was fortunate to hear some of the life experiences, the challenges faced and the learning from these people who have been there and done that.

Finally, **Prof. Anil Gupta**, IIMA, motivated the students with his concluding speech. It was heartening to find **Prof. Saral Mukherjee**, IIMA, also chipping in with his encouraging words at the very end of the day. It was a day when we, the students of PGPX, IIMA, understood the minds of successful business people and got insights on "Have the eye to feel the pain of the customers" along with being brave and having to fight it out. Only time will tell, how many, from the people present in that room, on January 10, 2015, will eventually take the plunge and start his or her entrepreneurial venture.

## IIMA hosts the First Edition of TEDxIIMAhmedabad

*Team TEDxIIMAhmedabad writes into Alumnus with a report on the event*

TEDxIIMAhmedabad was held at the Indian Institute of Management, Ahmedabad on the January 11, 2015. TED is a non-profit organization devoted to 'ideas worth spreading.' Initially focused on technology, entertainment and design, TED is now a global platform for views on every topic of interest and an educational, inspirational medium for people all around the world. TEDx is a program of local, self-organized events that bring people together to share a 'TED-like' experience. These local, self-organized events are branded TEDx, where x = independently organized TED event.

TEDxIIMAhmedabad saw an eclectic bunch of speakers come together to present their opinions and experiences on a diverse range of themes. **Vishal Talreja**, founder of Dream a Dream foundation spoke about how the frantic pace of change affects India's children and how they their



*The TEDxIIMAhmedabad group takes some time out for a quick photograph*

growth is affected by adversity. The power of empathy, he said, was necessary to unlock the hidden potential of children; to help teachers understand them better and develop emotionally safe learning spaces.

**Dr. Indu Prakash Singh**, the National Convener for the National Forum for Housing Rights (NFHR) highlighted the issues of homeless urban residents, who he termed the CityMakers. He spoke about an India unreached by development, and how the national capital and other cities did not have enough shelters for thousands of citizens. **Dr. Deepak B. Phatak** highlighted the need for holistic education in India and the need for educational processes to take into consideration the individual learner. **Dr. Phatak**, a Padma Shri and the Subrao Nilekani Chair Professor at IIT-Bombay stressed the importance of Open Source advances and showcased several innovative ideas that could transform education in this country. He is credited with improvements to the Akash tablet.

**Cdr. Abhishek Kankan**, a submariner, marine commando, paratrooper, mountaineer and motivational speaker spoke about the need to understand negativity and not let it affect you. He inspired the audience to work towards their dreams and shared his experiences and perspectives on success. **Anoj Viswanathan**, co-founder of Milaap, an online fund-raising platform that enables people from around the world to fund communities in need of capital in India shared the stories that inspired him to start Milaap. He spoke about the incremental changes that can impact people's lives. The need for capital holds people back, crowd-funding a cause can help communities achieve their potential. **Dr. Parag Bhargava**, Professor at IIT Bombay spoke on how ideas spread and how small sparks of innovation can ignite fires of change. He focused on measures to eradicate malnutrition and India and urged



*The TEDxIIMAhmedabad group takes some time out for a quick photograph*



the need for radical thought and the requirement of the involvement of crores of Indians to make a difference.

**Archana Sardana**, mountaineer, skydiver, base jumped and deep sea driver spoke about how adventure became a part of her life and how she conquered her fears. **Anshumani Rudra**, author and game designer — studio head of Tiny Mogul games shared five stories that helped him understand people and product design better. Building deep experiences, recognizing the intrinsic value of a reward, appreciating the end-user's perspectives and realizing that there is no 'average user', he said were some of the lessons he'd learned over time. **Prof. Mudit Kapoor** spoke on the good, bad and ugly side of the plight of women in Indian democracy. Through data, he helped the audience understand the possible reasons behind why so few women get elected. He also highlighted how 65 million women were missing from the Indian electorate.

The audience was riveted to their seats through the event as the speakers took them through a journey of opinions and diverse viewpoints. The organizers of TEDxIIMAhmedabad believe that it is through the sharing of ideas, through discourse and debate that change emerges. The first of many, TEDxIIMAhmedabad hopes to be the platform to discuss the future.

## ConneXions 2014

**Team ConneXions** sends in a brief review on the annual knowledge summit

The ninth batch of PGPX (class of 2015) organized ConneXions— the annual knowledge summit of IIMA from November 6-8, 2014. Keeping in mind the winds of change sweeping India, the theme for this year's event was 'Resurgent India: Tapping Infinite Potential'. The event saw

*ConneXions 2014 was truly well planned from a diverse topic perspective (from 'red hot' media grabbing headlines to the steady state long term ones) and more importantly, very well executed*

eight engaging panel discussions, a business war game (Xbiz), a 10 k.m. run-for-a-cause, two CEO dinner events and the PGPX annual alumni reunion. The batch hosted 45+ top leaders from the industry, academia and government who addressed the participants through inspiring key note speeches, participated in high profile panel discussions and shared invaluable perspectives with the students. Some of

the topics for panel discussions were new age banking, integrating India into the global supply chain, brick and mortar vs. electronic commerce. The vision, challenges and jumpstart models for a digital India, 'Energy security of India, building India's indigenous defense prowess and Reviving the glory of Indian sports.

Names on the guest list include **R. Gandhi**, Dy Governor, RBI; **Ravi Uppal**, CEO, Jindal Steel and Power; **Kumud Srinivasan**, President, Intel India; **Dr. Alok Sheel**, Secretary, GOI, **Bharat Joshi**, British High Commission, Chennai, **Sunil Pant**, Chief GM (Retd), SBI; **Navneet Kapoor**, Head, Target India; **Pratyush Kumar**, Head, Boeing India and **Arvind Thakur**, CEO, NIIT Technologies. The event, once again, established IIMA and PGPX as the hub of top class management education and provided a stage of convergence for great minds and seasoned stalwarts from the corporate world and policy makers.

*Great job with the speakers, sessions, branding, the 5k/10k run and the logistics around it. As alumni, the welcome from the entire batch was amazing*

*Rohit Kelkar*

*Topics were well thought of and the audience were given a right orientation to the sessions. Speakers were chosen from a right mix from the corporate world. I am very sure that the audience benefited much from the entire event*

*N. Sundaravalli*

## Connecting with Alumni

**Prasanna Kumar Jagannathan**, PGPX 2015 talks about the International Immersion Program as a means to gain a global perspective on interactions with a number of faculty and students

The PGPX is a one year full time MBA program offered by IIMA. Professionals from various backgrounds having the mettle to step out of their managerial roles and gain KASH (Knowledge Attitude Skills and Habits) join the PGPX course. The third term of this course is IIP program. Every

year during the month of September, the PGPX class goes out for International Immersion Program (IIP) to various international schools like Chinese University of Hong Kong, ESCP, Warwick Business School etc. The purpose of these visits is to gain a global perspective while interacting with global faculty and students.

The alumni committee of PGPX class of 2015 has been working to strengthen the relationship and network between the Institute and its alumni and exchange students. The committee seized the opportunity of connecting with local alumni based at these locations during the IIP. With the help of **Arvind Sahay**, Dean (AE&R) and **Anjum Khan** from Alumni office, and **Sajan Joseph** from PGPX office, we were able to approach the respective chapters and organize alumni meets in London, Hong Kong and Paris.

## The London Alumni Meet

The London alumni meet was organized by the London Chapter on September 12, 2014 at All Bar One in Central London. A few exchange students who came to IIMA from Warwick also participated in the event enthusiastically. The networking during the event was very effective and in due course may open up leads for projects and research opportunities. Thanks to **Kamini Banga** (President, London Chapter), **Murthy Nuni** (Committee member, London Alum Chapter) and special thanks to **Swastik Nigam** and **Gopal Balakrishnan** for organizing the meet. All in all, it was a very successful event.



Inside IBM, Paris

## The Hong Kong Alumni Meet

Despite a short notice, and multiple schedule constraints, eight alumni were able to attend the event organized in Central Hong Kong on September 9, 2014. Hong Kong being a financial hub, a majority of the alumni came from the banking and finance sectors, barring a couple, one from trading industry and another banker turned entrepreneur. Once the ice broke with the one - minute networking game, one on one chats made way to discussions on a variety of topics ranging from the latest developments on campus, grapevine gossip at Café Tanstaafl and updates on Tnite to elaborate theories on subprime mortgage crisis leading up to easing of the Chinese Dragon. The absence of any senior alumni was conspicuous in the Hong Kong meet.

## The Paris Alumni Meet



Dinner on the new campus lawns





Alumni get together in Hong Kong

The cohort of PGPX 2009 students who went to ESCP benefitted from meeting the wider network of ESCP alumni in Europe. This lucky opportunity happened in IBM, Paris. ESCP alumnus, **Oz Hussein** had arranged for a visit of the IBM office in Paris. We met a senior ESCP alumnus **Thierry Groulet** (1984 batch of ESCP) who acts as SPOC for the client organization within IBM. He explained the vast network of ESCP alumni across Europe. Following that we met with **Pierre-Charles Parsy**. He is an MBA graduate of Warwick University, to which our classmates had gone for the exchange program. He is part of the IBM leadership program and described his current roles and responsibilities. All the participants were eager to know about the career opportunities within Europe. It was also a pleasant surprise for the IBMers when we told them that quite a few ex-IBMers in PGPX. At least one IBMer was present in ESCP, Warwick and CUHK exchange programs. We were also glad to hear that ESCP students will come to IIMA as exchange students for the first time and interact with current PGPX cohort in October. This will lead to a strong connection with IIMA alumni and ESCP alumni networks.

### ESCP Alumni visiting IIMA and PGPX

Pursuant to the exchange agreement, ESCP executive MBA students came to IIMA to attend their international immersion program for the first time. They had the opportunity to interact with PGPX students. Both the groups had strong industry experience in many diverse fields. After the introduction, free exchange of ideas flowed in CR1 as well as during dinner on IMDC lawn during dinner. The ESCP participants formed a diverse group. ESCP **Prof. Jyoti Gupta** and **Michelle Predali** lead the student delegation. The students include a CEO running a family owned business with three grandchildren to marketing specialist and telecom industry veterans. A group project between two executive student groups is in the pipeline. This will help develop relationship between Indian and European businesses.

## Talent Nite

**Akriti Gupta**, Cultural Secretary writes into *Alumnus* with a report on Talent Nite

Talent Nite or T-Nite is an annual event, largely anticipated and celebrated at IIMA. It has been instrumental in upholding the traditions of the long lasting student culture of WIMWI and it reinvents itself with new ideas every year. This event marks intra section bonding and intersection rivalry. It is the unique platform for interaction between seniors and juniors. It is an intersection competition for the first year students and the PGPx batch which includes a lot of activities like dance, singing, drama, sports etc. Each section forms their section names, section t-shirts, their slogan etc. They also make a t-nite advertisement which is shared on facebook and they are supposed to get the



Purple all the way

maximum number of likes. The complete event is majorly divided into three days:

1. **Pub Run** : This is the first day of the intersection rivalry. The day begins with a march from each section and is followed by a welcome performance by the second year music club members. After this there is a series of races like frog race, sack race, three-legged race etc. All the students also make posters with section names and stick it in the Mess area. Students also make a Graffiti depicting their section theme.
2. **Mess Nite** : On this day each section is supposed to prepare a 45 minutes performance. This includes mock rock (which means a rock performance with hand-made instruments) and dance performance (including both prepared and impromptu). The sections also come up with extremely creative entry and exit themes.



This is Sparta

3. **RJMNite** : This is the final nite. This includes everything from drama, dance, music, advertisement and fashion parade. There are also slots where in the whole section is supposed to perform together.

Apart from all this there are few other submissions like the newsletter which is like a newspaper for each of the days by each section about all the participants. Each section is also supposed to make a flag of their section and a banner of their section which remains displayed for a long time outside the Mess. Students also participate in making their own exhibition in which they are encouraged to be as creative as possible. They also submit a section video which is played in the last day of the event.

The event is a major source to bring all the section students together. Due to the legacy that each section carries, there is participation from their senior and junior batch also. Winning T-Nite is taken very seriously among all the sections. PGPx batch also participates very enthusiastically in all the events. This year infact the winners were PGPx people. As students get only 3 days to prepare for the complete plethora of events, it forces each and every student of the section to participate in some way. It also involves a lot of interaction among the batch mates. At the end of T-nite, a very strong section bonding is ensured. Memories collected in the three-day event are cherished for a long time. The total number of participants in this event is around 600 students. It does not include the senior batch who is equally involved and enthusiastic about making their section win.



## ► Srinivasa Addepalli wins ISB-Ivey Global Case competition



Srinivasa Addepalli

A case study on corporate ethical misconduct authored by a visiting faculty from IIM-Ahmedabad, **Srinivasa Addepalli**, has won first prize in the ISB-Ivey Global Case Competition 2014. The annual competition is held jointly by the Centre for Teaching, Learning, and Case Development at the Indian School of Business (ISB) and Ivey Business School, Western University, Canada. Sexual Harassment at Prashanti Technologies by Addepalli, is a business ethics case that describes allegations of sexual impropriety at high levels of a company, and the dilemma facing the company's ethics committee which must decide the fate of the principal players. Addepalli won US \$4,000 in prize money donated by ISB, and a marketing and distribution deal with Ivey Publishing. The ISB-Ivey Global Case Competition, which was launched in 2010, invites submissions of India-centric business cases, which are evaluated by a panel of internationally acclaimed subject expert judges. The top cases are marketed to a global audience of business schools through Ivey and distributed through Ivey Publishing and Harvard Publishing —the two largest sources of business cases in the world.

## ► D. P. Chandrashekar awarded Honorary Doctorate

Alumnus congratulates **D. P. Chandrashekar** who was recently presented with an honorary doctorate in education by the People's University of Milan, Italy on October 5, 2014 in Dubai. While he is presently serving as the COO of The JGI Group Schools and is based out of Hyderabad, Chandrashekar began his academic career with a graduation in Management from Bangalore University. He later completed his post-graduation from IIM, Lucknow. He has also been the recipient of the HMA Young Manager of the Year 2012, Inspirational Leader of the Year and the Bharat Jyoti Award. Chandrashekar also has to his credit an award for leading his school chain as INDIA's Best School Chain from Salman Khursheed in 2013. The university congratulates him on a promising academic record and many accomplishments.



D. P. Chandrashekar

## ► ICFAI holds third Convocation in Mizoram



Convocating batch

**Prakash Ramappa**, PGP 1973 and current Vice Chancellor of the ICFAI University in Mizoram held the third convocation of the University on November 14, 2014 on campus in Aizwal. **L. Thanawala** was the chief guest at the event held in Mizoram earlier last year. Alumnus congratulates Ramappa on his success.

## ► S. Ramanathan conferred with the CSI Fellowship



A prestigious moment in time

During its Golden Jubilee celebrations in Hyderabad on December 13, 2014, the Computer Society of India (CSI) conferred a Fellowship on **S. Ramanathan**, PGP 1982 in recognition of his contributions to society and for contributing to the growth and betterment of IT fraternity. Previous CSI fellowship awardees from the IIMA fraternity include **Mohan Kaul**, **Nitin Patel**, **J.G. Krishnaya**, **S. C. Bhatnagar**, **L. K. Sawhney**, **T. P. Ramarao** and **Ashank Desai**.

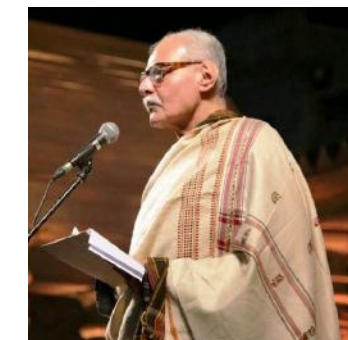
## ► The Young Faculty Research Chair: IIM-Indore

Alumnus congratulates **Sushanta Kumar Mishra** is the first to hold the Young Faculty Research Chair at IIM Indore. As a Chair holder, Mishra will receive some benefits to pursue her research agenda.



D. P. Chandrashekar

## ► Pride of Gujarat



Deepak Shantikumar Raja

**Deepak Shantikumar Raja**, PGP 1969 was awarded with the Gujarat Gaurav Award on December 8, 2014 by the Gujarat State Sangeet Natak Academy for his contribution to Hindustani Classical Music. Alumnus congratulates Raja on his achievements in the field of music.

## ► Alur Sivakumar wins Case Competition

Alumnus congratulates **Alur Sivakumar** on winning the ISB-Global Case Competition 2014 in the category of Operations Management. His case, UPSL – Exploring Operations Strategy Options won the award for the category.



Sivakumar Alur





## The Ahmedabad Chapter

**Himal Parikh**, PGP 1980 and Director, Interface Capital Markets Pvt. Ltd, and Chapter President, Ahmedabad Chapter sends in news on local activities

The Ahmedabad Local Chapter has conducted a variety of activities over the last few months. Post the Diwali get-together on November 9, 2014 when Director and Robert Braucher Professor of Practice, **Ashish Nanda** was the chief-guest. He had then outlined his vision and plans for IIMA's networking with its alumni. The evening was spent listening to hindi film songs. This was followed a sumptuous dinner on the lawns of IIMA while the alumni with their spouse shared greetings and a memorable evening. The alumni of members of IIMAAAAC were invited by the batch of 1980 to celebrate and mark their 35th year re-union. 2015 commenced with a study circle meeting on January 16, 2015 addressed by **Varun Arya**, PGP 1983 on 'Ethical Entrepreneurship' which was very well received by everyone. A copy of the presentation was emailed to all the members who could not attend the study circle. **Hon. Secretary Akshat Khare** compiled the third updated draft of the database of local alumni. Updating our database will continue to remain a constant endeavor.



*A picture always feels incomplete without family*

*I reached o Jodhpur yesterday morning with pleasant memories of both the study circle talk and heritage walk. I wish I was based in Ahmedabad so that I could attend these meetings more often activities more often.*

*Varun Arya, PGP 1983*

This was followed by a Heritage Walk on January 18, 2015 organized in association with the Heritage Club, IIMA which was attended by Samir Barua, former Director of the Institute along with other members and their spouses.



*Interactions between alumni and faculty took place at the study circle*

## The Bangalore Chapter

**Suhruta Kulkarni** writes into Alumnus on behalf of the IIMAAA-Bangalore Chapter



*Participants discussing case studies*

**Bangalore Chapter launches Namma IIMA Connect:** The IIMAAA-Bangalore Chapter launched its newsletter Namma IIMA Connect on August 15, 2014. 40 alumni attended the event while over 250 people were present. The newsletter covers interviews with alumni, an introduction to alumni authored books, events organized and planned by the IIMAAA-Bangalore Chapter, an IIMA Quiz, along with events, news, job postings, classifieds which are of interest to alumni in Bangalore. The newsletter has so far conducted interviews with **Salil Shetty**, PGP 1983, General Secretary, Amnesty International; **Sunder Nookla**, PGPX 2008 and **Prashant John**, PGPX 2008—founders of Kwench; **Hanuman** and **John Cherian** (both PGP-2010) are founders of enParadigm. Namma IIMA Connect has also featured two IIMA alumni authored books and has captured sporty alumni who play Frisbee at Cubbon Park and also run marathons. The Newsletter has helped connect the alumni better and the Bangalore Chapter has seen a distinct increase in alumni interactions. The newsletter is available on the IIMAAA-Bangalore Chapter website [www.iima-blr.org](http://www.iima-blr.org).

**IIMAAA, Bangalore Chapter organized a CSR Workshop 'The Nuts and Bolts of CSR'** along with local chapters of alumni associations of IIM-Bangalore, IIM-Calcutta and ISB-Hyderabad. This workshop was in continuation with the panel discussion organized by the IIMAAA-Bangalore Chapter during **Ashish Nanda's** visit to Bangalore in June 2014. The workshop was sold out with a participation strength of 250. CSR initiatives are mandatory under the Companies Act, 2013, among others, for all companies with a minimum net profit of **5 Crores**. This workshop was intended for corporates with CSR programs





The panel discussion

or for those who intended to set up CSR initiatives as it enabled meeting and interacting with practitioners of CSR from different industries with several years of experience. There were two unique aspects of the workshop — 1. Bringing the givers (corporates and receivers) i.e. NGOs on a common platform and 2. Hands-on group exercise on structuring CSR.

**Amber Sinha** from NovoJuris covered the legal perspectives of CSR under the Companies Act 2013 and other regulations and provided guidelines to participants. N. E. Sridhar from Titan Industries, **Archana Sahay** from CISCO and **Vijay Vardhan** from ITC provided insights and case studies on the structured CSR work, which they have been doing on the ground for several years. This was followed by a panel discussion in which **G. Srinivasan** from IIMPACT, **Ramesh Swamy** from SGBS Trust and **Unnati** and **Moloy Bannerjee** from Sattva joined the representatives from corporates to discuss CSR activities and issues faced by corporate and NGOs while undertaking CSR initiatives. IIMPACT, SGBS Trust and Sattva are founded respectively by the alumni of IIMA, IIMB and IIMC. Panel discussion was moderated by **Mayura Balasubramanian**, founder Craftizen Foundation and alumni of ISB.

**Priya Naik**, founder of Samhita Social Ventures spoke on importance of structuring of long term CSR programs and provided case studies on structured CSR initiatives which were enabled by Samhita. She also spoke on social impact measurement methods and provided frameworks for structuring CSR activities. Following this, the participants were divided in groups of 10 and were given case studies related to CSR. Participants had to apply the tools and

frameworks of CSR to the problems given in case studies. One group presented their findings to the entire group.

The workshop had more than 250 participants and the participants provided a positive feedback on the workshop. The IIMAAA-Bangalore Chapter intends to follow up with another CSR session in the coming few months and will be shortly launching a CSR-NGO portal to interconnect Corporates and NGOs.

**Forthcoming Events:** The chapter has planned for the following events for the first quarter of CY 2015:

1. A joint programme with Amnesty International on Human Rights and CSR (entitlements) which will be fund raising event for a human rights chair in IIMA
2. Launch of our CSR web platform connecting Companies and NPOs
3. A fun event in February 2015

## The Chennai Chapter

**R. Narayan**, PGP 1993, Secretary, IIMAAA-Chennai writes in with news from the Chennai Chapter

The Chennai Chapter organized a panel discussion on September 13, 2014 amongst alumni turned authors, who shared their experiences as also the secret of what made them turn to writing. The books were a good mix of fiction in the thriller genre (**P. R. Ganapathy**), humorous 'real life' experiences of an NRI returning to India (**Amar Vyas**) and non-fiction related to career choices (**Rajeshwari**).

The panelists took us through their first halting steps towards writing, and the questions that arose in their minds as well those raised by their circle of friends and well-



Manage, Live and Lead



Panelists address the audience

wishers. The styles adopted by the respective authors and the typical routine followed by them while writing their books were elucidated in good detail by the panelists. The publishing community (represented by **Badri Seshadri**, founder of CricInfo and a well-known publisher in Tamil) came in for criticism and constructive feedback, some of it of course in a lighter vein. Badri provided the counter perspective from the publisher's angle, to balance the discussion. **Chandu Nair's** legendary skills in wit and repartee came in handy to enliven the discussion and make it on the whole an informative as well as entertaining evening.

After the panel discussion, it was our privilege to have the book release of another distinguished alumnus turned author, **C. Venkat**, PGP 1977, who handed over the first copy of his book *Manage, Live and Lead* (based on his experiences in strategy and management) to our President, **S. Rajagopal**. It was indeed a heartening sight to have a past President of our Chapter (Venkat) launch his book in the presence of the current one! It was a family event and the informal discussions with the authors continued well into the cocktails and dinner. About 45-50 participants had turned up for this family event.

### Panelists

**Rajeshwari Victor**, PGP 1994 and author of *My Life My Choice*

**P. R. Ganapathy**, PGP 1993 and author of *The Anza Deception*; *The Sympathy Wave*

**Amar Vyas**, PGPM 2011 and author of *Now, Returned to India*

**Badri Seshadri**, B.Tech, IITM, Ph.D., Cornell University [Publisher]

**Chandu Nair**, PGP 1983 moderated the panel discussion.

## The Delhi Chapter

**Salil Agrawal** sends in a report on the chapter's activities

The Delhi Chapter organised the annual dinner and panel discussion on the November 22, 2014. Nearly 300 alumni and spouses attended the event. AskMe which is a local search engine to find what you need was kind enough to sponsor the event.

This year the event was preceded by a panel discussion. The subject was 'Change with the changing times.' The panellists included **P. D. Rai**, Member of Parliament from Sikkim; **Ashish Nanda**, Director, IIMA; **Santosh Desai**, CEO, Future brands and **Kiran Karnik**. The discussion was moderated by **Salil Agrawal** and management consultant. Salil while setting the stage identified three trends that are going to force us to operate differently.

1. A generation of young individuals who were born in the connected world, born with internet and mobile



The batch of 2007 pose for a group picture



Best gang ever- the batch of 1984



*"Thanks for organizing the event. I enjoyed it"*

**Ashish Nanda**

*"It was different, and we enjoyed a lot !"*

**Sameer Nigam**

*"Got to meet old folks"*

**Dipanker Mukherjee**

*"Delhi chapter organizers are doing a phenomenal job. Let there be more such opportunities"*

**Hemendra Singh**

*"Many thanks. Was a fantastic event indeed. Here's hoping for more"*

**Amber Dubey**

*"The turnout, presence of Dr. Ashish Nanda, the aptness of the discussion topic, responses of people on the panel, the live music, on the house drinks, dinner table arrangement, engagement and overall energy ... bottom line a thoroughly enjoying event"*

**Kamal Sharma**

*"Venue and the weather were awesome. It was very evident that a lot of effort had been put in to take care of the minute details"*

**Vineet Sharma**

*"Everything was so well organised. Special mention: Presence of Ashish Nanda, superb ambience, food & drinks; excellent live music; smooth online registration; Uber tie-up and free rides; lively photo session"*

**Manish Trehan**

*"Very well organised"*

**Lalit Dash**

*"Liked the mix of panel members"*

**Amitesh Tyagi**

*"Excellent - had a great time. Ambience and range of activities was excellent. The entire site layout made the event have a cozy feel without getting crowded"*

**Anirudh Gupta**

telephony are becoming adults and joining the mainstream. These young adults think and work differently.

2. The connected world has wielded a lot more power to an individual. An individual's ability to make an impact has probably never been greater.
3. There is a new government at the centre and there are signs of the way governance may change. There seems to be an end of the family rule and we see a new breed of politicians taking charge.

The panellists shared their views on how they see the scenario evolving and what may need to be done. The discussion revolved around multitasking, need for fundamental changes in legislation, empowering the women and the youth, need for job creation, managing the aspirations of the people etc. The discussion continues on the Delhi Chapter Facebook group.

There was active participation from the 150 strong audience. While there were no clear answers the discussion got us all thinking and identified the need for more focussed dialogues.

The panel discussion was followed by cocktails and dinner. The drinks were brought to us courtesy of Jinro, Carribean Legend, Kingfisher, Black Dog and Pepsi. There was a vocalist who enthralled the audience with lovely numbers. As the evening progressed he had people join in and sing along in small groups. There was also a roaming magician who managed to engage the audience with his skill. We also displayed the books of some IIMA authors. These books were later given away as prizes by the emcee **Aniruddh Gupta**.

**Salem Ganapathi**, and senior member of the Delhi Chapter talked about the activities of the chapter and **Rahul Aggarwal**, proposed a vote of thanks. All in all we had a great evening of fun, entertainment and networking. The proof of the pudding was the glowing comments from the people who came. Listed are some messages received via Facebook, mails and the formal survey.



Panelists at the Delhi Chapter meet

## The London Chapter

*The IIMA London Board sent in an article on the latest chapter news from London*

The year 2014 marked what we hope is a turning point in the activities of the IIMA London Alumni chapter. In the middle of the year, a new board was put in place, with **Kamini Banga**, PGP 1977 as Chairperson; **Vikas Nanda**, PGP 1988 as Director- Treasurer; **Murthy Nuni**, PGP 1988 as Director – Educational Institutions; **Gaurav Jain**, PGP 2003 as Director –Secretary; **Swastik Nigam**, PGP 2008 as Director – Events; **Gopal Balakrishnan**, PGP 2013 as Director – Communications; and **Mehmood Khan**, PGP 1977 as Director – Philanthropy.

Since the time, the board has worked in a highly collaborative way to identify ways to reinvigorate the chapter. There are 481 IIMA alumni in United Kingdom as per LinkedIn. There are another 249 alumni in France and 107 in Germany, who are likely exchange students. As such, there is a sufficient alumni base to create what can be a thriving community.

The chapter planned an event on October 29, 2014 to coincide with the visit of **Ashish Nanda**, Director, IIMA and

**Arvind Sahay**, Dean, AE&R. To prepare for this event, the board called a meeting on July 31, 2014 for all which was attended by approximately 20 alumni. The conversations were a healthy mixture of cynicism, optimism, pessimism, passion, commitment, hope and anger. The energy, participation and contributions in terms of ideas left no one in any doubt that the IIMA Alumni London chapter was alive and kicking.

Over August and September, the board took various other steps, such as preparing a formal charter to clearly identify focus areas, reaching out to corporates to assess interest in sponsorship of events, and reaching out to influential citizens who could be patrons of the chapter. Currently, our patrons include **Sir Martin Sorrell**, **Rt. Hon Patricia Hewitt**, **Anshu Jain**, **Bss. Patience Wheatcroft**, **Ivan Menezes**, and **Vindi Banga**.

The interaction with the Director and Dean (AE&R) served as a useful catalyst to organize our first flagship event. As the event took shape and expanded, enthusiasm grew and various alumni stepped forward to help out. **Jitendra Dhageya**, PGP 2007 and **Namrata Kaul**, PGP 1988 helped out extensively with operations and sponsorship. The event was open to alumni of all IIMs and IITs, as well as select invitees. It was split into two sessions. The first session was an Innovation Forum which was attended by over 70 people. The second session was a panel discussion attended by over 150



A though provoking interaction





*Alumni watch on as panelists discuss a variety of subjects*

people. This was followed by networking and drinks. The sponsors for the event were ICICI Bank, Wipro, Diageo and Red Ribbon Asset Management. Wipro was the event partner for the Innovation Forum.

**The Innovation Forum:** The Innovation Forum featured the Innovation Centres of UK's leading Universities – Cambridge Enterprise, Imperial Innovations, Oxford ISIS Innovations and CIIE at IIMA. The forum aimed to position CIIE at IIMA as India's leading Innovation / Incubation centre and facilitate and foster partnership and co incubation opportunities with these top UK enterprises. Cambridge, Oxford and Imperial have a successful track record in commercialising IP and technologies emerging from their University laboratories, with some of their spinoff companies emerging as industry leading global enterprises. For instance one of Oxford ISIS spinoff's Natural Motion was acquired by Zynga for **\$527 Mn** in 2014 and Circassia Pharmaceuticals, an Imperial spinoff, was listed last year at **£600 Mn**.

The Innovation forum event served as a great platform for CIIE at IIMA and alumni to interact with the top leadership of these leading institutions to learn from each other and foster strong partnerships. Following a brief from **Prof. Ashish Nanda** on the entrepreneurship spirit at IIMA, **Prof. Rakesh Basant** highlighted the impressive achievements of CIIE at IIMA in its short history from 2005 to emerge as India's leading incubator. This was followed by a passionate speech

by our own **Sanjiv Bhikchandani** on his spirited journey with InfoEdge. **Jaideep Prabhu**, Professor at Judge Business School, Cambridge and **Dr. Rakesh Roshan**, senior member of the management team at ISIS Innovations Oxford presented case studies on Indo British Innovation. The case studies comprised of successful product offerings developed in Cambridge and Oxford Universities for the Indian market in the areas of Life Sciences and Clean Energy.

**Dr. Tony Raven**, CEO, Cambridge Enterprise; Brian Graves, Head, Engineering Technology Transfer, Imperial Innovations; **Rob Azualay**, Head, Oxford ISI Software Incubator, **Prof. Rakesh Basant**, and **Dr. Tony Hart**, Oxfordshire Innovations, Oxford participated in a Panel



*In conversation with Ashish Nanda*

Discussion on 'Powering Indo British Innovation' moderated by **Sanjeev Bikhchandani**. The panel discussed opportunities for British Entrepreneurs, investors and VCs to invest in India and take advantage of its large pool of technology talent to develop innovative low cost products and offerings for the global marketplace.

**The Panel Discussion :** The momentum already built in with a stellar panel made up of **Prof. Ashish Nanda**, representing academia and management and policy thought, **Sunil Munjal** from Hero Motocorp, representing the Indian industry, **Lord Adair Turner** representing UK policy and bringing in a regulatory perspective, **Rt. Hon. Patricia Hewitt** from the UKIBC representing the British policy and also a think tank for UK India business ties and **Lord Karan Bilimoria** with interest in the UK policy as well as a business owner with a thriving business in Bihar, India. **Adam Jones**, Business Life Editor of The Financial Times, moderated the Panel Discussion.

Given the recent changes in the Indian Government and the U.K. Government's continued effort in strengthening ties with India, this discussion was apropos to the business climate between the two nations. The discussion began with what the Indian Government could do and the ideas that kept large corporates away from making significant investments in India. It moved towards the idea of how there is an enthusiasm in India and UK both in government and industry to extend this collaboration for mutual benefit.

**Lord Adair Turner** was quick to point out that the demand from the industry for more financial liberalization is sometimes lopsided. And one needs to temper these requests with the need of the hour by realizing that "It is better to have financial system liberalization directed to have better basic credit flowing to SMEs than to have developed CDS market." There was also a lot of enthusiasm for the Indian governments 'Make in India' campaign and **Sunil Munjal** remarked, "Manufacturing is the game changer."

On the education front all panelists agreed that the best way for UK and India business ties to expand in the long term is to have more student partnerships and exchanges. The UK was losing out to even the lower ranked American universities due to the lack of awareness and policy measures to direct Indian students to the UK. The Director suggested that globally respected institutions in India like IIMA could help students, businesses and institutions from the UK understand India and how to grow with its growth. The evening saw a lot of intense points being brought up and debated and the audience also got involved in the discussions with questions ranging from the evolution of UK India ties to the cultural and linguistic common ground.

## The Mumbai Chapter

**Kalpen Shukla**, PGP 1986, President, IIMAAA-Mumbai Chapter reports on Yearend Bash 2014



*The organizing team*

The Mumbai Chapter celebrated their 'Yearend Bash 2014' on November 22, 2014. For the first time, we had an event where we had a juggler, DJ and clown not to mention a dozen kids (aged 2-20) and even larger number of spouses (age not to be specified)! We must admit that the organizers were quite surprised at their own abilities to work-out a program that would keep the kids and spouses engaged and entertained. **Saylee Kurhekar**, spouse to **Kartikey Lande**, PGP 2013 gives her inputs on the event.

"The IIMA Alumni Association's Yearend bash was the very first alumni meet I attended as the spouse of an alumnus. It was quite a memorable event for me because of 2 reasons. I feel, apart from all the professional benefits you get from these meets, another thing it does is to remind you that you belong to the Institute. No matter how many years it has been, you are still a part of the family. Another reason concerns the surroundings I was in. We could see so many successful people right in front of our eyes. The networking during the program helped to understand their point of view of life and career. There were parents and grand-parents with a sense of satisfaction from life. I only knew my husband in the hall, but looking at them I felt I am always one of them. In three hours, my happiest moment came when an old successful couple started dancing freely as a token of love, happiness, and most important being a part of the IIMA alumni event. The idea of engaging kids through various games was really awesome and the light music to kept things simple. Few more structured networking games if introduced might give some more time to interact with senior leaders. Once again, a big





Kids having fun

thank you to all those involved in organizing the event and hope to get invited for many such events in future.”

The event was announced rather late and it was organized within two weeks. But we had 150 attendees for which we are sincerely grateful to all the spouses and kids who joined us! It also happened due to an initiative taken by **J. S. Prasad**, MDP 2007 and **Om Biradar**, PGP 2007. In case of Prasad, his whole family contributed significantly —his daughter volunteered at the registration desk and his wife allowed Prasad to remain completely dedicated to this event for a

couple of weeks! **Shravya Jandhyala**, daughter to **J. S. Prasad** talked to Kalpen about her experience at the event.

*The ambience was amazing! With great enthusiasm I attended a chapter meet for the first time and wound up winning! It was a memorable event for me to meet and interact with other alumni of IIMA. The discussions and sharing of thoughts with alumni of different fields and age groups, turned out to be memory forming moments that shall linger on for long and has left me enriched and overwhelmed*

*Foram Mehta MDP 2009*

“I had no idea what to expect from an alumni meet since all I had heard from my father was, that an alumni meet is where all the smart graduates of the prominent IIM meet and discuss about their business and work. But when I entered the premises of the event, I knew it would not be another

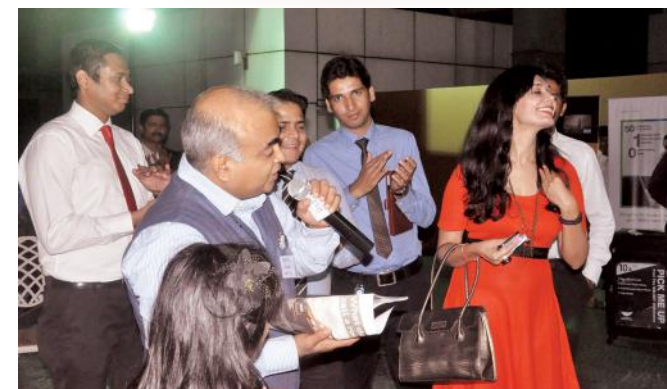


Spouses catch up over the meet

boring corporate dinner. They had this elaborate setting for the guests to sit in and relax and enjoy. The programmes planned out were a success, especially the clown who thoroughly entertained not only the kids but the adults as well. The host was charming and gallant as he surely got everyone's attention to participate in the quiz. The novelties and gifts given out put a smile on everyone's faces. It was a wonderful evening, where everyone was clad in their best outfits with a drink in one hand and chattering away with either an old batch mate or rather a new friend. Everyone enjoyed the scrumptious food that they served and the desserts were a delight! I guess the whole ambience and the people who came together to make it a wonderful evening made that night memorable. Well, I guess I will meet many of you in another meet.”

*When I went for the IIMA Alumni meet which was held at Worli, I was a total stranger there but when I left from there, I carried many good memories and new friends. It was indeed a very well organized and entertaining program. The best part that the children were taken care of very well through lovely party games, juggler show etc. that further gave us the opportunity to mingle with each other. The lucky draw also added to the attraction. Thanks for organizing such a program and I look forward to such events happening more frequently in the near future*

*Shiva Singhi, Spouse to Pratik Singhi, MDP 2009*



Announcing the winners

## The Pune Chapter

**Shrikant Pangarkar** talks about recent events held by the Pune Chapter

The Pune IIMA Alumni Association, Pune Chapter (IIMAAAPC) along with Pune International Centre (PIC), organized a collaborative program held at the Mahratta Chamber of Commerce, Industries and Agriculture (MCCIA) towers in Pune. 42 alumni attended the event held on January 19, 2015 at Bajaj Gallery in Pune. A total of 200 participants were present at the meet. The evening began with a round table meeting with **Ashish Nanda** and some of the top management and industry captains of Pune and other dignitaries. These included **Abhay Firodia**, Chairman-Force Motors, **Anand Deshpande**, CEO-Persistent Systems, **Satish Magar**, President-MCCIA, **Ashutosh Parasnis**, CEO-Qlogic and several others including professors— **Satish Deodhar**, **Arvind Sahay** and **Indira Parikh** (ex- Dean of IIMA). **Subhash Bhawe**, PGP 1967, and the IIMAAAPC executive committee members also participated in the discussions which centered on methods by which the Institute and the industry could work together. Ashish Nanda mentioned that IIMA was working with the industry at three different levels. The first level functions on promoting entrepreneurship via the Centre for Innovation Incubation and Entrepreneurship (CIIE). The second level deals with how IIMA joins the industry in developing contemporary cases using experiences from the industry. The third level of collaboration revolves on how the Institute and the industry can come together to promote management development.

This was followed by the main program, a panel discussion on the topic of 'Make in India' anchored by **Shankar Aiyar**, a well-known journalist. The panel members consisted of many from the auto industry. **Abhay Firodia** Chairman Force Motors and **Prakash Telang**, erstwhile Managing Director of Tata Motors who were joined by Ashish Nanda and Satish Deodhar of IIMA.

The discussion started with Prakash Telang talking of his experiences of very quick creation of manufacturing facilities in other countries like Thailand as compared to India. He attributed the delays in India to, primarily, lack of political will. He gave the example of Tata Motors getting all the necessary clearances in three days to start manufacturing of Nano cars, in Gujarat, when the current Prime Minister and ex-Chief Minister of Gujarat, **Narendra Modi**, took the initiative. But this was a rare instance. Abhay Firodia gave a scintillating description of industrialist Walchand Hirachand's inspiring story of building the foundation of



Hindustan Aeronautics after a chance meeting with an American aircraft company manager on a flight and his speed of doing business in 1939. Firodia's prescription for Make in India is that the government should play the role of enabler, and not that of a controller, to support the innovation and entrepreneurship existing in India. He also mentioned that the existing permission raj must go and the industry must be allowed to function freely where the market is the monitor.

The Director made several excellent points in the discussion. He pointed out that despite many hurdles faced by the Indian industry; it has done extremely well to be where it is. However, he also added that the government's role needed to be more of a facilitator rather than authoritarian or mandating the direction for Indian entrepreneurship to take. He said as long as the right conditions were created, free market forces would take care of the rest. Prof. Deodhar talked of the need for 'lubricants' to be provided in terms of facilitation of make in India to remove hindrances to growth. He also suggested that the government must allow the

industry to operate freely and that government should interfere only when there is market failure. **Shankar Aiyar** moderated the panel discussion very ably and efficiently.

At the end of the panel discussion there was a spirited question and answer session with the audience made up of several industry representatives and students. This was followed by handing over of memento for IIMA which was received by the Director of the Institute from **Shrikant Pangarkar**, President, IIMA Alumni Association, Pune Chapter. A vote of thanks was proposed by **G. S. Narsing Rao**, an EXECOM member and Director, IBS Business School, Pune. The evening closed with lively mingling of the IIMA Professors with IIMA Alumni over a rooftop dinner under the bright stars.

The entire program for the day was planned and managed, very professionally, by IIMA EXECOM members **Vinita Dang Mohoni**, PGP 1982; **Rahul Dasari**, PGP 2007; **Deepak Vaidya**, PGP 2009; **Udayan Paranjpye**, PGP 1973; and **Prashant Girbane**, PGP 2002, Director (Hon), PIC.



*The IIMA community listens intently*



## The Psychological Contract: A Review Model

**Authors :** Promila Agarwal

**Type :** Working Paper

**Publication Date :** December 3, 2014

**Abstract :** The objective of this paper is to review and synthesize the literature of psychological contract in order to provide a comprehensive framework of psychological contract through individual and multi-level analysis. The article provides an inclusive review of antecedents (individual and organizational) and outcomes of psychological contract. The last meta-analysis was done in 2007 (Zhao et al., 2007) and research has grown significantly from thereon. The current paper extends the range of variables (antecedents and outcomes) considered in comparison to earlier studies. The study extensively reviews the literature from the period of 1972 to 2013 (July). The findings highlight how individual and organizational level variables influence the psychological contract of employees. It also reveals that psychological contract is associated with favorable organizational outcomes. While doing so the paper brings out the challenges in the field of psychological contract, gaps in the research, and makes propositions for future research. The exhaustive synthesis of review of literature promises to provide a holistic picture of psychological contract to the scholars interested in the field of psychological contract and employee relations. It highlights the gap which contributes in taking this concept forward. Practitioners can use this research for managing psychological contract in the light of its critical factors. The paper concludes that individual level antecedents of psychological contract require detail examination and summarize the relationship between macro level variables and psychological contract.

## Moving to Opportunity or Isolation? Network Effects of a Slum Relocation Program in India

**Authors :** Sharon Barnhardt, Erica Field and Rohini Pande

**Type :** Working Paper

**Publication Date :** November 01, 2014

**Abstract :** A housing lottery in a large Indian city provided 110 out of 497 participants the opportunity to move out of a slum and into improved housing on the city's periphery. Fourteen years after housing assignment, relative to lottery losers, winners report better housing conditions farther from the city center, but no change in family income or human capital. Winners also state increased isolation from family and caste networks and lower access to informal insurance. In particular, they are significantly less likely to know someone they can rely on for borrowing needs and report fewer informal transfers in the event of shocks. We also observe significant program exit: 34% of winners never even moved into the assigned



housing and 32% eventually exited the colony to be closer to family and the city center. Our results suggest that the benefits of improved suburban housing were offset by its drawbacks in the form of destruction of social capital, pointing to the importance of considering social networks when designing housing programs for the poor.

# From Well-heeled to Tip-toed, Shoe-shine to Shoe-lace: Valuing Product Differentiation in Men’s Formal Footwear Indian Railways in the Past Twenty Years Issues, Performance and Challenges

**Authors :** Vishal Kumar and Satish Y. Deodhar  
**Type :** Working Paper  
**Publication Date:** December 04, 2014

**Abstract :** Gone are the days when the only branded footwear Indians knew was Bata. After years of economic liberalization, one finds many firms; local, national, and international jostling for consumer attention by producing various types of footwear in Indian market. In fact, today Indian footwear industry is the second largest in the world. This market can be described as a stylized case of a monopolistically competitive market where there is intense competition among firms manufacturing differentiated products. In this study, we focus our attention on men’s formal shoes which are distinguished by the presence (or absence) of many differentiated attributes such as heel, toes, color, surface, laces, buckles and brands. Invoking hedonic price analysis and bid and offer curves of the customers and firms respectively, shoe prices are viewed as the sum total of the valuation of each of the shoe attributes. We estimate the relative valuation of the shoe attributes by regressing market prices of shoes on various quality attributes. Analysis shows that shoes made of leather, shiny surface, buckles, laces, and brands carry a premium and differentiation based on color, pointed toes, high heels, and texture is not important. In a highly competitive market, such data driven studies can provide pointers to firms in altering existing shoe models and successfully launching newer ones.

# Extended Producer Responsibility as an Instrument for Electronic Waste Management: A Critical Analysis of India’s e-waste Rules

**Authors :** Bhaskar, K.; Turaga, Rama Mohana  
**Type :** Working Paper  
**Publication Date :** February 3, 2015

**Abstract :** Extended producer responsibility (EPR) has been a widely used policy approach, in developed and developing countries alike, to manage the growing problem of electronic waste (e-waste). EPR assigns the responsibility of the end-of-life waste management to the producers of electric and electronic equipment. India has adopted EPR approach in its e-waste (Management and Handling) Rules, 2011, which have come into effect in May, 2012. According to these rules, the producers have been made responsible for setting up collection centers of e-waste and financing and organizing a system for environmentally sound management of e-waste. In this paper, we use implementation of these rules in the city of Ahmedabad in western India as a case study to conduct a critical analysis of the provisions of India’s new rules. Interviews of main stakeholder groups, including a sample of commercial establishments regulated under the rules, regulatory agencies enforcing the rules, informal actors involved in waste collection and handling, as well as publicly available information on the implementation constitute data for our case study. We draw broader implications of our analysis of implementation in Ahmedabad. In general, there is a need for more transparency from the producers in providing information on the mechanism for collection and recycling; more awareness must be generated on e-waste and the Rules amongst the consumers; and it is important to sort out potential issues around enforcement jurisdiction.

# Don’t Bother Me as Long as The Client Has No issues: Control and Resistance in Telework

**Authors :** Bathini, D; Kandathil, George  
**Type :** Working Paper  
**Publication Date :** February 16, 2015

**Abstract :** Employees’ presence and associated visibility in a central workplace facilitate direct surveillance and exercise of normative controls through their participation in various organizational activities and discourses. Scholars argue that lack of such visibility and presence in telework necessitates new control modes. n turn, the associated resistance and its manifestation are also likely to be different. Yet, telework literature has underexplored control and resistance. Using the theoretical lens of dialectic of control and resistance and adopting an interpretive methodology, we explore control and resistance in telework using data from a wide variety of sources such as face-to-face in-depth interviews, blogs, online news articles, reader comments and archival data. The study documents the use of sophisticated technological means for enhancing task visibility and employee visibility. We find that the social norm of reciprocity and the professional norms of client-centricity and ownership act as powerful control means that obviate the need for direct supervision. Further, the study shows how teleworkers subvert organizational control mechanisms, creatively appropriating them to resist the power that operates through the control mechanisms.

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

Ahmedabad,  
February, 2015

Revathi Srinivasan  
Publisher, IIMA Alumnus



## A Tribute to Ranjan Kar

*Nirod Kumar Lenka, Radesh Rangarajan along with the class of 1990 pay tribute to their batch-mate and friend Ranjan Kar*



Ranjan Kar with Ashish Nanda

Batchmates convening after a gap of 25 years, for their Silver Jubilee Reunion at IIM Ahmedabad, in December, 2014 were meticulous in wearing their new dog tags handed out by the reception committee. The reason was soon clear. With many of us having acquired a silver patina on our heads, or a level of shininess, or both, as also physical growth in all dimensions, few could be recognized without their id cards. One man, who had always been shy if not retiring, in class, 25 years ago was rather easy to identify. His

face and demeanor had changed little. His engaging, and pleasant smile, had only grown bigger and friendlier—Ranjan Kar. He was widely popular, because, no one could dislike anything about him.

In the course of the evening music programme, when the regular music was flagging a little, audience participation perked it up. One of the first and best numbers was 'Choo Kar Mere Man Ko', belted out with aplomb, by Ranjan, bringing the crowd alive and to their feet, applauding. Looking back and watching the video, brings a lump to the throats of his many friends. On January 21, 2015, we got the shocking news that this gentle and genial man, who had only friends, and no enemies, had passed away in the morning after his morning puja. A shocked and grieving group of friends shared their memories of Ranjan. N. K. Lenka and P. K. Dash share some fond memories of Ranjan Kar on and off campus.

### Campus Memories

The threesome's favourite haunt was the bun and bhurji shop at the gate, where they would spend many an idling hour. The second favourite eating spot was La Bella (that High VFM place) where Ranjan would tuck into the mutton with gusto. Ranjan loved old hindi film songs and movies—which he seems to have carried on well. The informal Odia gang on campus, was enriched by his presence. He was an honorary D-2 ite where Lenka stayed. A dutiful and loving son and brother (he was an only son), he would often talk of his mother and sisters, with fondness and concern. Ranjan was proud to be an IIT graduate, and after IIM wanted to do better, to make his mother proud. He was a sincere and hard-working scholar.

### Post IIMA Memories

Ranjan was happily married to Pranati and had a charming 18 year old daughter. The model family, came together for the reunion and many of us were fortunate to meet them. He broke his hand twice, but never lost his composure or smile, even then Ranjan was a very hard working executive. He was conscious of oily food and health issues, but would happily indulge the rare occasional single malt, with friends. Ranjan had recently crossed two milestones. He had joined a large respected MNC, as its Managing Director, and bought a new house. Of late, apparently, he was ready to start relaxing a bit, and planning to travel more with family.

### A Tribute to Ashok M. Rao

Alumnus regrets to inform you about the passing away of **Ashok M. Rao**, PGP 1974. Heartfelt condolences go out to family members and loved ones across the globe. Born on July 4, 1947, Ashok Rao, Dorm D2, PGP 1974, popularly called RAULS among his friends DebuHaldar, DhruvChak, RamdevMaheshwari, Bharat Patni, R. Mohan, and others, passed away due to sudden heart attack on October 15, 2013. Post IIMA he first worked at Paharpur Cooling Towers Ltd, where he met Nilima following which they were married in 1976. They are parents to Siddhartha and Salonee. Post retirement Ashok was working at SPJIMR Management Institute in Mumbai, as Project Adviser, EMBA Division—a job he enjoyed very much as it, in his words, "helped him stay abreast of developments in business/industry while keeping him inspired and energized by the

young minds around him". His wife Nilima has primarily been a homemaker and is involved in the educational field. Siddhartha, an Engineer in Electronics, is an author and Vice President for Product Security at SAP SE, Germany. Salonee, an Engineer in Computer Science, is a PMP-certified Project Manager at L&T Infotech, Pune.



Ranjan Kar after performing for his batch-mates during the Silver Jubilee Re-union

During and post campus, we can all see a bit of Ranjan in ourselves. Two adages spring to mind — one on the 'best laid schemes of mice and men' and 'those that the Gods love, die young'. It is tragic to see these appear to be true, here in our re-union picture, Ranjan Kar, is seen right at the centre, right in front, with his trademark smile. He will have a central place in our memories. God Bless you, Ranjan, and may God give strength to your affected family, for their terrible loss. Our prayers and thoughts are with both.

**The Class of 1990**

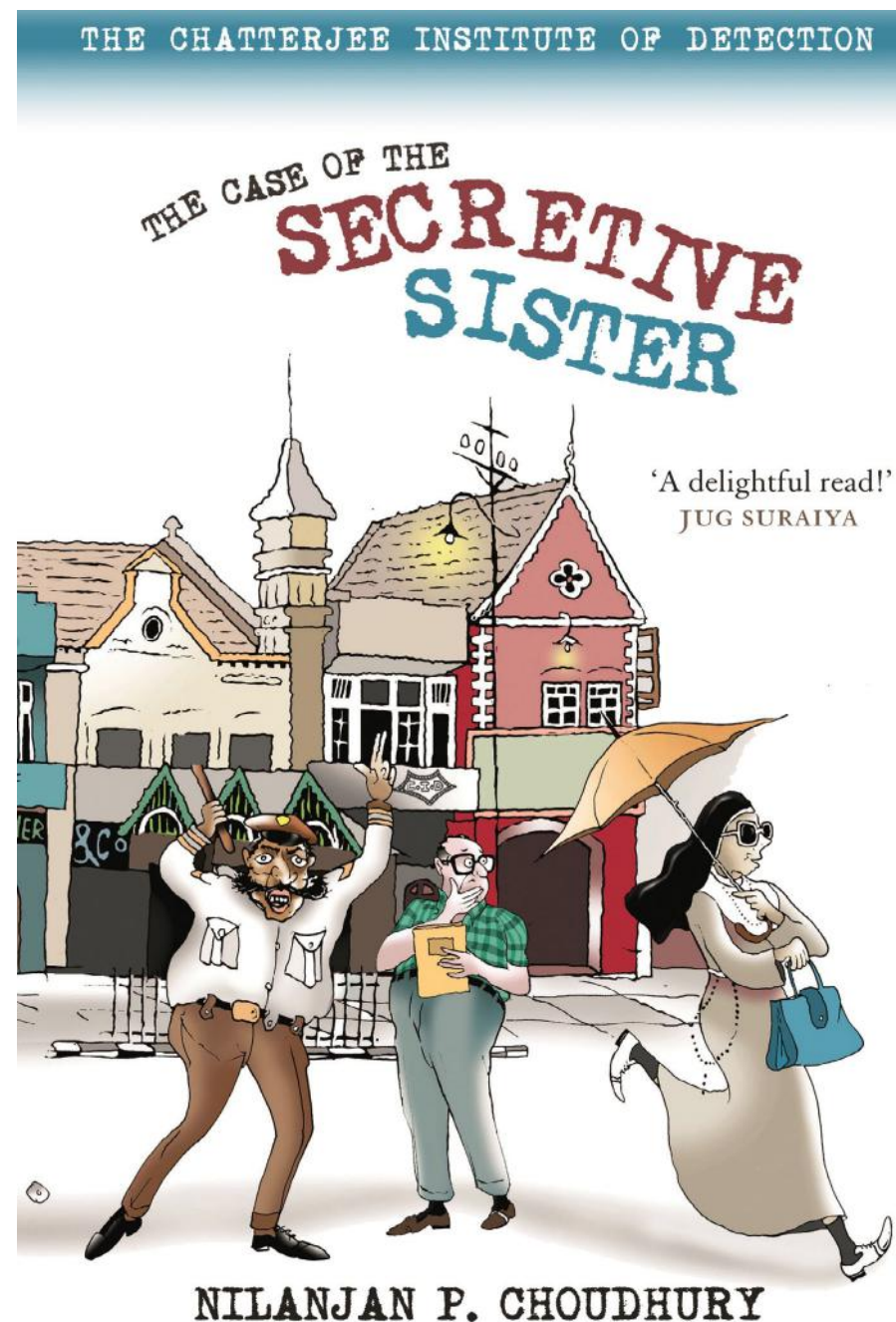
"It was an immeasurable loss. Ranjan and I and some more stayed very close to one another after we graduated from the campus. He was working for Reliance while I worked for Larsen & Toubro at a time when the two companies had adversarial relationship! We used to talk about how Dhirubhai evaluated his projects and I used to visit him several times in Vashii and he taught me a simple bachelor's recipe for making chicken curry. After we got married we still stayed in touch till I moved to Europe. I lost touch with him but always knew that I had this friend in Bangalore / Pune / Mumbai. I used to call him Dada. We worked on several projects together at IIM and I would call him 'Do Flower' — our internal code for making our shoddily written project reports look good. He was the guy that we would always turn our reports to something more readable to the faculty! At campus He would join us for some of our wild sessions but would still be the sober guy around - bring up the average maturity levels wherever he went. He gave out a lot of my secrets to my wife when I got married but kept the essentials back!! I too reciprocated his generosity when Pranati came on board. It was a thrill to meet Dada in Ahmedabad. I called him on him cell the moment he landed. Our family had a great time together at campus. When I was returning via Mumbai he called me home. I was driving to his home when I found out that my daughter was sick and needed attention. I told Ranjan that I will not make it, but he insisted that I come home for at least five minutes. I did and stayed 90 mins! He showed me his house and his whole complex. Talked proudly of his daughter and his company. We had Rosgollas and other good stuff at his place and took pictures. He wanted me to stay with him when I visited Mumbai next. He came down to see me off. Little did I realize that it was my last goodbye to Ranjan - our Dada."

**- Arvind Verma, PGP 1990**



## Namma Bengaluru!

**P. Rajesh**, PGP 1993, D-1512, writes an interesting review on *The Case of the Secretive Sister*, a novel by **Nilanjan P. Choudhury**, PGP 1998



*The Case of the Secretive Sister*



*Nilanjan P. Choudhury at the book launch*

**Nilanjan P. Choudhury**, PGP 1998 has done it again! He demonstrates once more, the ability to laugh at himself while creating characters that are Wodehousian yet believable, and leave you gasping with their ability get into cliff-hanger situations. In his second book *The Case of the Secretive Sister*, Choudhury has shifted the setting of his debut novel *Bali and the Ocean of Milk*, from Amaravati and the kingdom of the Asuras to good old Bengaluru—but it is no less replete with magical characters.

*The Case of the Secretive Sister* features the adventures of one Mr. Chatterjee (BA, LLB), founder of a bedraggled detective agency called the Chatterjee Institute of Detection and reluctant investigator of disappearing drivers, missing cats and misplaced maids. In this book, Mr. Chatterjee, faces the most unusual case of his career — to get four-year-old Pinky Chaddha admitted into Bangalore's snootiest school. This seemingly innocuous assignment bristles with danger at every step, for the school's headmistress is a Machiavellian adversary.

I don't know if Mr. Chatterjee is how the author sees himself twenty years later, once he is finished selling tons of software to unsuspecting clients. But I suspect that this must have been the outcome of a lazy afternoon's post prandial navel gazing, after a satisfying assault of some smelly machcher jhol bhat on the senses, resulting in striking characters that tickle your fancy.

It cannot but have been drawn from some memorable episodes in his own life or anecdotes of harried parents striving for admissions to tony schools, the vicissitudes of life in urban India and his own wanderings around the streets of Bengaluru. But we must be thankful that in Choudhury's characters, there is a piece of each one of us — either as we are or as we should be.

Every situation, character and private rumination gives us a glimpse into the author's views and we suspect that he is secretly laughing at everyone and everything. Little escapes his wit but he does it without hurting anyone. Unlike his first book, I am sure that Choudhury will not be hounded by the moral police or the lurking fundamentalist for this one. On the contrary, readers of all dispositions will appreciate the ring of authenticity that informs his writing – conveyed through heated chases through the streets of Bangalore, the ruminations of the disgruntled 'local' Bangalorean against the 'invaders' and the local lingo, of course.

The book brought back fond memories of reading Agatha Christie's Parker Pyne, decades ago in school — this time in namma Bengaluru. And I am grateful to the author for this. Too often does a detective story mean blood, gore and human misery that leave you panting for denouement and merciful release. Choudhury shows that the same genre can have anxious anticipation and characters painted in colours that go beyond the violent red (except perhaps that of a stubbed toe) which leave the appetite sated with the interest simultaneously piqued for the next instalment.

I am also proud to see that a WIMWI-ian has not let himself become a mindless cog in the IT wheel that is Bangalore and has used his WAC assignments to produce something of value to others — that gives them a rollicking laugh and helps them de-stress. If there are outbursts of hilarity that emanate from the dorms of Vastrapur or from the thousands of cubicles of slaving automatons in the IT colonies of Bangalore, I am sure a few of them at least must be caused by *The Case of the Secretive Sister*.

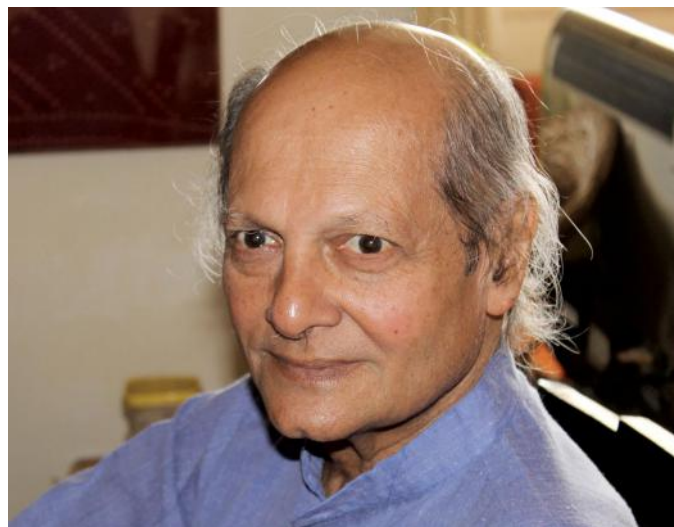
I have decided to gift copies of this book to all those who lose sleep worrying about year-end targets, to those who worry about their kids' admission into schools and colleges as well as to those who just need a good laugh to smooth over the pale cast of woe.

**The Case of the Secretive Sister**  
**Authored By: P. Nilanjan**  
**Publishers: Niyogi Books, 2014**  
**Review By: P. Rajesh**  
**Photo Credit: Vishnu Ratheesh**



## Understanding Creativity

**Asha Kaul**, Professor, Communications Area (IIMA), writes an in-depth analytical review on *Creative Society: Prospects for India*— a book authored by **Pradip N. Khandwalla**, former Director of the Institute (1991-1996)



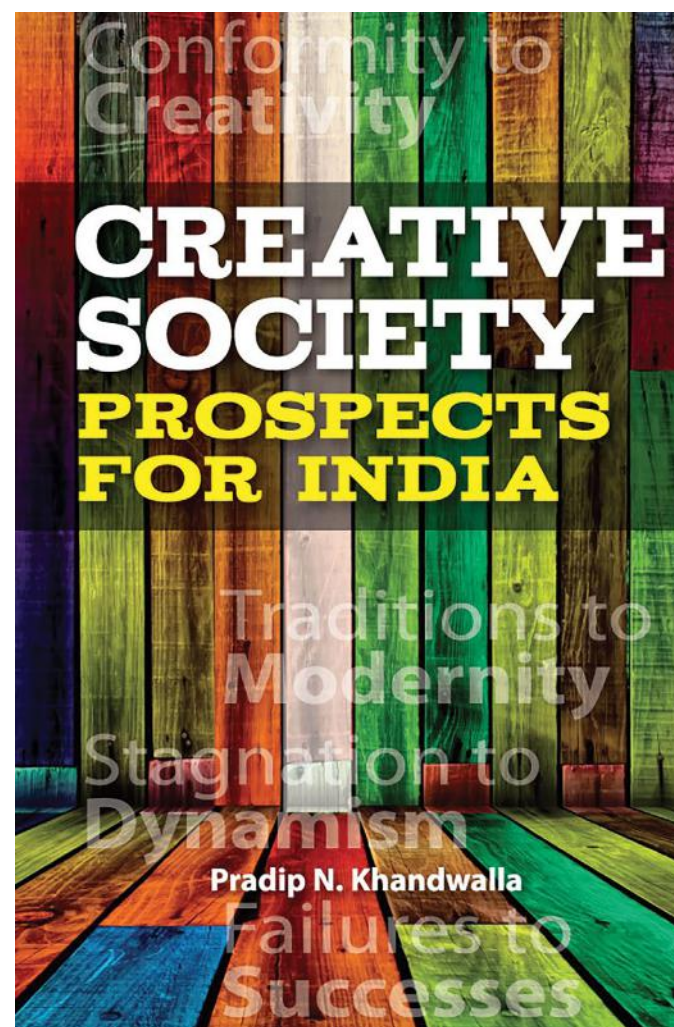
Pradip N. Khandwalla

In *Creative Society: Prospects for India*, **Pradip N. Khandwalla** ventures forth to explore the relevance of creativity in India. Khandwalla asserts that innovative, yet relevant solutions and novel perspectives can facilitate generation of a creative society which will augment change and accelerate the process of transition from traditionalism to modernity and poverty to decent standards of living. He argues that by harnessing creativity, third world societies can by far witness a societal renaissance.

The book is divided into nine chapters which can be clearly segmented into three parts. The first part presents the relevance of creativity and techniques of developing it. Contrary to popular belief, Khandwalla argues in favour of merging logic with imaginative detours to produce innovative solutions. While creativity can be learned, intrinsic factors as personality traits, motivation, challenging and innovation-inducing environment also act as drivers. Interestingly, creativity in the book is discussed and attributed both to the individual and the society. For instance, one of the chapters in the book elaborates on the concept that the forms of creativity and output are contingent on the family and sociocultural environment. Notwithstanding these intrinsic and extrinsic factors, creativity, argues Khandwalla, can be learned and proceeds to provide practical methodologies which can be augmented

by modest increases or decreases in the promoting or obstructing factors.

Proceeding to link creativity to societal developments, Khandwalla asserts that even the most backward of societies can emerge as the most creative, provided the environment is made conducive to imaginative growth. In the second part of the book, there is deliberation on the different constituencies like the business environment, educational institutions, and civil societies which can and do contribute to development and growth of creative capital. Propositions are made to sync backward communities with modernistic societies or approaches by providing an invigorating environment in which novel ideas can be generated. Many of these ideas have already been explored and proposed by scholarship on creativity. However, what sets this section apart is the progression from conceptual and theoretical underpinnings to elaborations on how processes can be concretized and implemented. Beginning with educational



*Creative Society Prospects for India*

institutions and moving on to organizations and civil societies, the book presents diagnostics and multiple models which can be adopted for generating creativity.

The book derives its strength from the final section which emphasizes governmental role in societal creativity, with focus on new public management, governance and democracy. This is the most relevant and interesting part of the book with the most compelling arguments and practical suggestions. Khandwalla closes this section by a study of India, its growth and evolution as a creative society. There is focus on the role of the government in shaping the society. Agreeing to common allegations of governmental inefficiencies, the book emphasizes that the use of New Public Management (NPM) together with reflection on flaws, if any, can make the government approach more innovative. Point definitely worth deliberating upon!

As the focus of the book is on generation of creative societies, it rightly uses India as a case study and applies concepts discussed in the earlier chapters for the business context, educational institutions and civil societies. The link between the different constituencies is clearly established prior to application of concepts. Explaining the need to embed creativity at an elementary level methods are suggested for making changes at the level of educational

institutions and civil society. To examine how government can nurture this concept, the book offers diagnostic tools and models for implementation.

The intended audience of the book are teachers, business leaders, civil societies and policy makers and all those who engage in implementing changes and reengineer facilitative processes for economic, political and societal growth. The most relevant audience for the book is the government which is held responsible for creating an environment where creativity in societies and individuals can flourish. Would the methodology proposed in the book hold good for other third world societies? Conceptually yes, the diagnostics proposed and the methods suggested can be replicated. However, the book does not categorically assert the direct correlation between application of models in India and the other countries. Instead, adopting a conservative tone states that the same can be applied post a comprehensive assessment of the context.

**Creative Society: Prospects for India**

**Authored By: Pradip N. Khandwalla**

**Publishers: Vikas Publishing House Pvt. Ltd. (2014)**

**Review By: Asha Kaul**

### Request to Update Contact Details

Greetings from the IIMA Alumnus! As you are aware, the portal [www.iimaalumni.org](http://www.iimaalumni.org), has been running successfully. May we request you to please visit the website, login with your registered email-id and password, and check whether your details in the database are correct? This will help us update our mailing address database.

There are certain features in the website like Alumni Speak, Batch Notes, Featured Alumni, Good Reads, etc. which may be of interest to you. Also, we would like to publish your achievements, and any other happenings that you would like to share with the alumni community. Do send in your write-ups to the Alumni office ([alumni@iimahd.ernet.in](mailto:alumni@iimahd.ernet.in)). With best wishes.

### Now Read Previous Issues!

Alumnus brings you good tidings! Once you log into your account on the alumni website, you have access to our previous issues of *Alumnus* at <http://alumni.iimahd.ernet.in/journals/shownewsletter/>. Happy Reading!



## Art for Change

**Kasturi Borkotoki**, FDP 2004 talks about art as a medium for change

I have been working in HR transformation for about a year now, initially in learning and development and now in the employee engagement space. Culture change in an organization is not easy. It is about shaking the system, upsetting the cart and refurbishing the whole scene. Policies are easy to write but it is challenging to redo set systems and introduce new measures as it is met with a certain amount of resistance.



Kasturi Borkotoki

Usually organizational change is introduced through sensitization training followed by employee engagement measures and policy changes. Organizational transformation usually begins by introducing a set of guiding values which form the social conscience of the people and processes. The focus is on what should change and how it should change.

Training and engaging the people for the behavioral change that is expected from them is a humongous task as many people retaliate with skepticism and resistance. Some are passive while some accept it positively. A transformation initiative can claim itself to be successful when the change measures have percolated between functions and broken inter-system boundaries and when all see the change as a broader aspect than their immediate roles, responsibilities and daily deliverables.

Where does art come into the picture? Art can be used as a great tool to build bridges between functions, to articulate aspirations and expectations and help understand and absorb the transformation on a higher and strategic note. Art helps in building perspectives and extracting abstractions from the whole. I would like to cite a technique of painting here as an important tool that can be used for employee engagement and training.

A small case study can be taken from the Plein Air (open air in French) technique of painting or drawing. Painting en plein- air usually comprises a group of artists (or individual artist) who go out to draw in the open air in a particular location. However, each one chooses to extract a view out of the whole panorama and then paint it in his or her unique style and composition. Interestingly, each canvas will look different depending on what the artist has chosen to represent or highlight. It often stems from the colour ranges chosen, uniqueness of style and schools of

training. The beauty here is in the learning that each individual has different styles of absorption and expectation. Each one can deliver results if his/ her style is respected.

*Where does art come into the picture? Art can be used as a great tool to build bridges between functions, to articulate aspirations and expectations and help understand and absorb the transformation on a higher and strategic note*

This can be used as an engagement or Out Bound Learning (OBL) activity to break barriers and infuse the importance of perspectives.

These measures should be introduced by a facilitator who is skilled both in Art and delivery skills. The infusion of drawing, colour and management skills needs critical handling and experience. In my experience as an HR professional who is also an artist, I have developed a more holistic and mature approach to seeing work and dealing with people due to the insights I have received from art. I see great prospects of using it as a behavioral intervention tool.

**About the Writer :** Kasturi is a Human Resource Professional employed in Reliance Industries Limited and is currently working on Organizational Change. She is an alumni from the Faculty Development Programme, 2004. She also paints in her spare time and works in oils with the palette knife. She blogs about her art on [kasturiscanvas.blogspot.com](http://kasturiscanvas.blogspot.com) and can be reached at [kasturib25@gmail.com](mailto:kasturib25@gmail.com).



Littoral - a painting of Powai Lake done En Plein Air

## Merits of such a Technique as a Developmental Tool

1. There is bonding, expression, ranges of colour and revelation. Difficult ideas can be expressed on canvases and important breakthroughs could be arrived at. This activity, when infused with training will strive to bring through mutual Respect.
2. Being individualistic in nature, Art hovers around individual styles and looks down on plagiarism. Integrity is one of the key drivers of art. Infusing Art in Learning and Development or Engagement could help drive strong and practical lessons of Integrity.
3. Employees become largely tolerant when they understand the reasons for different perspectives. The initial amazement at seeing different reproductions of the same scene brings in storming, norming and then performing as they try to accept the diversity and become inclusive and appreciative of change.

## To the Guy Living in D-1403

**Mainak Dhar**, PGP 1996, Managing Director, General Mills India, posted an article dated October 24, 2014 on LinkedIn, with the aim to address current students of the IIMA Community. The article went viral across the net with 17,729 views, 287 likes and 76 comments on LinkedIn alone



Mainak Dhar



As part of a company's team interaction with first year students on the subject of internship opportunities, I revisited IIMA—my business school. It was my first time back after many years and since I reached early, I walked around the campus and for the first time since I left school, I went back to the room that was my home for the two years that I spent on campus—D-1403.

I met a bunch of guys there, including the one now staying in my old room and we chatted, as those who have shared experiences, albeit separated by a gap of twenty years do. Talking about how things have changed, sharing how things were 'back in the day', and of course, the many things that remain the way they always were. As I looked at my old room, it struck me that since I left, at least twenty different guys have made this their home, and then gone on to join the corporate world, perhaps learning many of the same lessons I have over the years. It brought back a lot of nostalgia, but it also made me think of something else. This room was my cocoon, my retreat, my home for two years. Like many of the kids there now, I had left home for the first time when I joined IIM-A, and this room marked my initiation into the big, bad world of work and independence, with all the positives and negatives it entails. It was in this room that I dreamed of all the things I would do

*In school, it is all about finding the right solutions, and learning frameworks and constructs that help us frame problems to get to the right answer. What I wish I knew back in D-1403 was that in dealing with real business and organizational problems, there seldom is one 'right' answer. The bigger challenge is asking the right questions — questions that challenge your thinking, your team and status quo*

once I passed out and dealt with the insecurities that come with wondering which direction your life would take, and most of all, realizing that once I left this room, my life would never be the same. I would have a job; I would be working; I would earn money; I would be stepping out into a world I had aspired to, read about, but to be honest, had very little real idea of. That was then, this is now. Twenty years later, as I saw my old room, I wondered what it is that I've really learned in those twenty years. If I could go back in time, what would I tell myself that I know now and I wish I knew then? If I could at one stroke, reach out to all the guys who have followed me in D-1403, and indeed in all the other rooms on campus, what would I say

about what these twenty years have taught me that I didn't realize in those years I spent on campus?

## It is not often about finding the right answers, but about asking the right questions

In school, it is all about finding the right solutions, and learning frameworks and constructs that help us frame problems to get to the right answer. What I wish I knew back in D-1403 was that in dealing with real business and organizational problems, there seldom is one 'right' answer. The bigger challenge is asking the right questions — questions that challenge your thinking, your team and status quo. Breakthrough seldom comes by applying different frameworks to a problem—restates the problem and paint a broader canvas for the solution to play itself out. Questions as simple as the category you are competing in— be it cold drinks or all liquids consumed; about the market you want to enter and win in a particular channel or state/country; about what success looks like— short term profitability or creating longer term success. I have learned that the scale of your ambition and of the results that you achieve often lies in the breadth and ambition of the question you ask at the beginning, not in using elegant frameworks and research to answer a narrowly defined question.

## The only 'P' of marketing that really matters is the one they do not teach you about

I may be exaggerating a bit, but perhaps not too much. When I was back in D-1403, I devoured all the books I could get on marketing and sought out all the projects I could do. Now, I realize that none of those books can really teach you about the one 'P' that really makes a difference—people. What sets apart great marketers, and indeed, great businesspeople, is the ability to build empathy, trust and relationships. To build insights about consumers that will lead to ideas that delight them. To understand what retail partners really need to support your brand. To build collaboration across teams and functions that leads to breakthrough ideas and execution. To create a strong organization that delivers results year on year. The reason for that is simple. Marketing, and indeed business, is a team sport, and whether you're a new hire, or the captain of the team, learning how to motivate others, to empathize with them, to build trust and confidence among them, and most importantly, see the world through their eyes, is perhaps the one thing that will set you apart.

## NPV calculations are great, but first apply it the one thing that really matters

We learned many tools on campus, and as placements approached, I saw many friends work out the NPV of how much they would earn with different career options. Indeed, most people spend their lives planning out what they will get in the future materially—money, stock options, and promotions. If I could reach out to myself all those years ago, I would say that NPV is a great concept, but apply it to the thing that matters most—happiness. In chasing bonuses,

*Read your article on the message to the current occupant of D-1403—very topical and engaging. Beautiful. Thanks so much*

Arvind Sahay

promotions and designations, people put off the little things that matter like being there for family or simply taking care of one's health. Keeping some space for the things one is really passionate about. You may not be able to put a financial value to them, but they are perhaps bigger drivers of happiness than any of the other things mentioned above. And like any NPV calculation, if you miss out on them now, you will not get the same impact by doing them later. So do not procrastinate about these things because once you have the designation and the pay cheque you once dreamt of sitting in D-1403, you may find yourself asking why you still feel unhappy.

## Dream of your successes and glory, but also prepare to fail

In D-1403, I would dream of successes and of the things I would get right—I am sure all the guys who occupied that room after me did the same. I guess you should never stop being positive, never stop planning for success, but do realize that in the real world of work, you often learn your best lessons from your failures. And fail you will. No case study will prepare you for how it feels to have a long cherished project crash and burn, for a launch you spent years perfecting bomb, for a proposal you put your soul into be rejected. That is truly the nature of the world of business, where success and failure are both sides of the same coin. Business School does a great job of equipping people to succeed, but learn to embrace failure and to learn from them. That is perhaps the best education you will get in your career.

## You will share your 'room' with others in the world, and it will stop being about yourself

I had great fun in D-1403, and one of the things I was excited about was the independence. Not being at home, being able to define for myself who I was and what I wanted to be. The reality of life is that over time, you realize that you are never really on your own. You will share your 'room' with many others, whether they are physically there with you or not—your family, your friends, colleagues at work, your subordinates. And who you become and how you matter in the world does not come from defining your identity and success in isolation, but the difference you make to them.

You will leave D-1403 as I did, you will learn your own lessons, and reach your own conclusions about life and work. Many of them may well be different from mine, but what is important is that you realize what I did when I looked back at my old room. The only lessons that matter are the ones that are shared, and that when your time comes, you share your lessons back to the guy then living in D-1403.

## Entrepreneurial Magic

*Anurag Singal, PGPM 2015, writes into Alumnus with an interesting read on the new entrepreneurs in town. With the PGPM producing a significant number of entrepreneurs each year, business is just as cut throat as it always was, if not more!*

PGPM (1 year full time MBA) at IIMA has been successful in creating a sustainable ecosystem for the entrepreneurs of today and tomorrow. Around 10% of the PGPM community has turned entrepreneurial. This article explores seven such start-ups by the current as well as previous batch of PGPM that have attained significant traction.

## Cajobportal: A start-up by Anurag Singal

[Cajobportal.com](http://Cajobportal.com) is India's first recruitment website exclusively for Chartered Accountants. Anurag Singal, **PGPM 2015** and his team at cajobportal.com have worked across Deloitte, ITC, Tata Steel, ABG, ICRA etc. Its Advisory Board includes **Hari Mundra**, PGP 1971, 40+ years across HUL, RPG; **V. N. Saroja**, PGP 1990— co-founder [Naukri.com](http://Naukri.com) and current CEO— [Agriwatch.com](http://Agriwatch.com); **CA. Dilip Apte**, 35+ years at HDFC and Council Member WIRC, ICAI; **Prof. Arvind Sahay**, Dean (A&ER) and **Prof. Biju Varkkey** (P&IR) area at IIMA. Currently





Anurag Singal

the portal has secured 700,000+ page views. Currently it has a pan-India user base and a run rate of 'one visitor per minute'. Its B2B clients include a dozen odd premiere companies. The company's business plan won the first prize at "Czars of Online Bazaar" and reached the final round at Masterplan at Confluence'14, IIMA. It has been nominated for Tata FirstDot Student start-up awards (Jan'15). Anurag can be reached at [x14anurag@iimahd.ernet.in](mailto:x14anurag@iimahd.ernet.in).

### Realizing: A start-up by Rohit Raghav

[Realizing.in](http://Realizing.in) is a start-up by Rohit Raghav, **PGPX 2010** focused on eliminating digital lag and service vacuum prevalent in Indian realty market by deploying innovative solutions that deliver delighting and rewarding property decisions. The company's focus is on all facets of decision journey rather than just transaction, digital services and deep insights based on proprietary analytics, aligned with consumer. The company obtained its first round funding after six months of operations, strong organic traffic with bounce rate ~5-6% and grabbed attention of almost all leading players in the market. Rohit can be reached at [x09rohit@iimahd.ernet.in](mailto:x09rohit@iimahd.ernet.in).

### Tricolor Nation: A start-up by Peyush Agarwal

Tricolor Nation is a start-up by Peyush Agarwal, **PGPX 2010**. Post PGPX, he established a brand called "Tricolor

Nation', which celebrates one's love and pride for the country through original designs for T-shirts and other artifacts. His goal is to be that one-stop shop for all things associated with Indian pride! [Tricolornation.in](http://Tricolornation.in) is now selling on Amazon, Flipkart, and Snapdeal, as well as a few boutiques in Bangalore. Peyush can be reached at [x09peyush@iimahd.ernet.in](mailto:x09peyush@iimahd.ernet.in).

### Datawrkz: A start-up by Senthil Govindan and Anand Prakash

[Datawrkz.com](http://Datawrkz.com) is a startup by Senthil Govindan, **PGPX 2009** and Anand Prakash, **PGPX 2013**. Datawrkz assists clients with their Online Advertising campaigns. These include video advertisements and banner advertising you would normally see on websites or mobile applications. On the other end of the spectrum, Datawrkz also engages with publishers (websites or mobile applications) to assist them with monetizing their traffic. Datawrkz went live in January 2014. With a team size of 20, it currently has a top line of \$500K/month. It serves ~1 bn impressions/day on behalf of clients, mostly situated abroad. It has opened offices in Singapore and plans to open one in New York. Senthil and Anand can be reached at [x08senthil@iimahd.ernet.in](mailto:x08senthil@iimahd.ernet.in) and [x12anand@iimahd.ernet.in](mailto:x12anand@iimahd.ernet.in).

### mySPOGA: A start-up by Rohit Kapoor

mySPOGA is a startup by Rohit Kapoor, **PGPX 2008**. It aspires to bring back joy in the life of sports and fitness lovers by catering to the entire gamut of their requirements by providing quality products backed by expert services. The company began in July 2013 with a focus on sports and fitness. Currently, mySPOGA's annual turnover is **INR ~2 Crores** and is growing at the rate of 400% p.a. Rohit can be reached at [x07rohitk@iimahd.ernet.in](mailto:x07rohitk@iimahd.ernet.in).

### 23.4 Degrees Education Services Pvt. Ltd: A start-up by Vinay Chousalkar

23.4 Degrees Education Services Pvt. Ltd is a startup by Vinay Chousalkar, **PGPX 2008**. This is the only known solution in the market that is designed for teachers. The advent of cloud computing and mobile devices makes this an opportune time to leverage these technologies for their product. These technologies along with pico projectors provide a highly cost effective yet impactful solution to providing consistently effective teaching in classrooms. The company has the first few customers signed up for the product and has the core team and funding in place. It is currently looking to expand its product line, sales and operations. Vinay can be reached at [x07vinay@iimahd.ernet.in](mailto:x07vinay@iimahd.ernet.in).

### Make 'n' Live: A start-up by Achal Agarwal

Make 'n' Live is a startup by Achal Agarwal, **PGPX 2007**. The website is a platform providing knowledge and connecting users to professionals, vendors and manufacturers in the construction, renovation and interiors industry in India's leading profiling product manufacturers, dealers, service providers and builders. The site went live in the Q3 of 2014 and has received a strong response from users and industry professionals. It attracts more than 10,000 visitors per month. By the end of 2015, Make 'n' Live aims to have 3,000 industry professionals and product vendors showcasing their services or products on the site. Achal can be reached at [x06achal@iimahd.ernet.in](mailto:x06achal@iimahd.ernet.in).

### Six Days at the Institute

*After reading the experiences of the PGP students in the October 2014 issue of Alumnus, **Prakash Almeida**, MDP (Knowledge Management) 2010, Founder and Director of Knowledge Fountain felt that an MDP alumnus must also share the transforming experience that occurs to any student on entering IIMA.*

IIMA has always been synonymous with quality and higher aspirations. IIMA has produced leaders for the nation who have carved their own place of glory by giving their distinct vital contribution. It is a place where leaders are trained and not just followers. So when I decided to do an MDP on Knowledge Management I was profoundly aware of the glory of IIMA.

I spent a mere six days at the campus but everything was overwhelming. It all gave a distinct feeling— a sense of self and dignity. I was keen on understanding the secret behind this Institute's overwhelming effect on markets worldwide. There was an air of excellence pervading the campus. Everything had a class of its own; even the buildings gave a certain and rather a mysterious sense of superiority and uniqueness. I was very conscious that only the best will do here and that the best in me will be drawn out. If education is to 'draw out' then this was the place where the best in me was challenged and drawn out. As a program participant I found myself not just involved but totally immersed. The case studies, the projects and of course working around the clock. I saw we have the capability to stretch more than we realized.

The faculty, their pedagogy, their teaching style and their strong hold over subjects enthralled us. We were challenged to think beyond the obvious. And soon we realized that better



Prakash Almeida

things are possible to us and we can think just not out of the box, etc. but without any box. It gave me a new perception of myself. I could see that anyone who studies here the best in him fill find utterance and expression. I experienced various types of learning methods and it opened my eyes as a teacher. It was learning to learn; nothing of cut and paste, etc. The key was building one's own confidence through cutting edge knowledge and skills. It was just a five day program but gave an incisive experience of concentrated learning where I encountered with myself in a better way. The search light turned inwards. The benefits of such MDP are that you get the opportunities to learn quickly and with better diversity. Better growth became visible and the possibility of unlocking avenues for doing better.

I realized that the Institute helps one stretch their imagination, widen inner horizons and open a fresh perspective on one's self. You learn many more things about yourself than otherwise known to you. It indeed changes the very thought system. It was indeed a humbling experience worth everything. I could see the quest for experience and I was reminded of what JRD Tata once said, "A good plumber is better than a bad scientist." All that is done and delivered at IIMA is different and far superior as driven by passion for doing and being the best. It became clear that when you are in such company you also strive hard to push your boundaries to grow some more. Indeed, great quality comes from great people. My brief stay at IIMA gave me a certain sense of confidence and self belief; and of course the realization that true confidence comes from knowledge and excellence.





## Partnering with Corporates

**Ujjal Kumar Dey**, Senior Executive, Communications- Branding and PR, briefly discusses the Institute's partnership with corporate bodies in a report on the event held on December 10, 2014

2014 has proved to be challenging months at the Institute as fund-raising activities gained momentum. A formal interaction held on December 10, 2014 on campus re-sulted in a partnership between the Institute and various corporate bodies. SAP, CRISIL, ATS Infra and WGC are amongst the many who have joined hands with the Institute. A funding of 20 crore INR will be spent towards cutting-edge research in financial markets, infrastructure and entrepreneurship. The Institute had also pre-viously announced commitments worth **16 crore INR** from the government and cor-porate bodies earlier last year in June.

**'SAP Faculty Fellow' at IIMA to support entrepreneurship and innovation as a part of CSR initiative of SAP India** : Over the last few years SAP has been instrumental in accelerating the growth of social enterprises through their capacity building, mentorship, and technology donation. This 'SAP Faculty Fellow' furthers SAP's

vision and mission of fostering social entrepreneurs to bolster a sustainable and in-clusive economic environment in India

**'CRISIL Chair of Financial Markets' to support research and learning in areas of financial markets on campus** : CRISIL Limited is a global analytical company which provides ratings, research, risk and policy advisory services. Headed by Roopa Kudva, PGP 1986 and current CEO of India's leading rating agencies, CRISIL believes in relying on its core values for excellence—integrity, independence, analytical rigour, commitment and innovation. The company setup the 'CRISIL Chair of Financial Markets' at one of the most reputed Institute in India, IIMA. The purpose of the professional chair is to enable research activities that can help financial markets evolve and function better.

**'ATS Infrastructure Chair of Infrastructure Management' to support research and learning in the area of infrastructure development and housing management** : Getamber Anand, Chairman and Managing Director, ATS Group of Compa-nies highlighted the idea that good infrastructure acts as a catalyst in a developing economy. ATS Infrastructure Ltd.—a company in the field of construction and hous-ing in Northern India has agreed to establish the 'ATS Infrastructure Chair' at IIMA for purposes regarding research and learning in the area of infrastructure

*"I am thankful to CRISIL and ATS Infra for establishing chairs in Financial Markets and Infra-structure respectively. SAP's desire to foster the spirit of entrepreneurship is in line with IIMA's long-term goals, and we are delighted to partner with them. The contribution of these companies will help the Institute to strengthen its impact and maintain its quality. As we continue to connect with practice, I am confident the Institute will benefit from access to current management practices and challenges; and also support for high-quality research"*

**Ashish Nanda, Director, IIMA**

*"The entrepreneurial ecosystem is a tremendous generator of employment and innovation and a substantial contributor to GDP growth. Through the Faculty Fellow at IIMA and the associated incubation cell, SAP aims to create a knowledge base that will significantly help policy makers, administrators and other consti-tuents of the entrepreneurial ecosystem to work in a collaborative way to enable high-growth social enter-prises, emerging startups, micro small and medium enterprises and small and medium businesses"*

**Ravi Chauhan, Managing Director, SAP India**

*"We believe that collaboration between industry and academia is critical for enhancing our understanding of the financial markets and spot the next growth opportunities. The setting up of the CRISIL Chair of Financial Markets at IIMA is a significant step in that direction. We are proud of this association and hope it will fuel insightful research that can help investors, market intermediaries and other stake-holders make better informed investment and business decisions"*

**Roopa Kudv, Managing Director and CEO, CRISIL**

and hous-ing management—given the completion of a national agenda to provide housing for all by 2022.

**The World Gold Council** : On November 26, 2014, WGC announced the setting up of the India Gold Policy Centre in collaboration with IIMA. The objective of the cen-ter is to develop an insight into methods by which significant stocks of gold in the country can be used to advance growth, employment, social inclusion and economic wealth of the nation. WGC aims to conduct research that is practically applicable and feasible. These steps will gradually lead to industrial development and an effi-cient universal gold ecosystem.



(L to R) H. S. Bagga, Ravinder Chauhan, Ashish Nanda, Arvind Sahay, Raman Uberoi



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