



IIMC Sandesh

An Internal Newsletter for IIMC Community

Volume 1, Issue 3, December 2011

From The Editor's Desk



Welcome to the third edition of the "IIMC Sandesh", the Internal Newsletter of IIM Calcutta. Given that we are in the midst of celebrating the Golden Jubilee of the Institute, the past few months were expectedly very eventful and the campus was buzzing with activities. Therefore, I faced

a problem of plenty and against my liking had to be more selective on things to cover in this edition of IIMC Sandesh. Nevertheless, this issue has many new and exciting features. It starts with the introductions of the new comers to the campus in various programmes, including the profiling of the largest ever PGP batch. It captures the glimpses of many of the memorable events, including event at the completion of 50th year of IIMC and rekindles our memories of the visits by some special dignitaries to the campus such as the visits of Honorable Prime Minister Dr. Manmohan Singh, former President of India Dr. A.P.J. Abdul Kalam and His Holiness the Dalai Lama. It also highlights the achievements and contributions of some of the fellow members of the IIMC community during this period, and shares some important and useful news and information.

A number of people worked tirelessly to collate all these information and present this issue of IIMC Sandesh before you and I take this opportunity to thank them all. Their efforts will be rewarded only if

you enjoy reading the same and give your appreciative and constructive feedback. This is my last editorial for this newsletter and Prof. Anindya Sen, Dean (Academic) will lead this initiative going forward. While bidding adieu, I would like to remind you that one of the important objectives of this newsletter is to share those stories, milestones, experiences and learning that otherwise do not reach all IIMCans alike and thereby give us an opportunity to rejoice and celebrate each other's achievements and success. Please take it as my farewell request to each one of you - do support this initiative and the team led by Prof. Sen by sharing your thoughts, information, ideas, experiences, stories, viewpoints, suggestions, feedback and contributions regularly, so that IIMC Sandesh soon blossoms into a newsletter that the IIMC Community eagerly looks forward to and feels proud of!

Enjoy reading this issue and all future issues of IIMC Sandesh and wish you all very happy days ahead!

Sougata Ray

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2011 Batch of Fellowship Students

The institute's Golden Jubilee year also marks the 40th year of IIM Calcutta's fellowship program. This is a testimony to the sagacity of the institute's vision in those early days, which recognized that along with imparting management education, it was also necessary to advance the boundaries of knowledge in order to be considered a world-class institution.

Today, the fellowship program at IIM Calcutta is widely considered to be the best place for doctoral studies in management in India. The program focuses on training outstanding scholars whose leadership in teaching and research will advance management education and practices, and who will be able to meet the continued need for qualified faculty in management education in India and abroad.

It is therefore not surprising that the program attracts the best and the brightest scholars with diverse backgrounds and experiences from all over the country who work on cutting-edge ideas in the field of management research. Given the large number of applicants and the intensive course of study, admission to the program is extremely selective. This year's incoming batch includes:

Arindam Mondal (Strategic Management Group) has done Electrical Engineering from the Bengal Engineering & Science University, Shibpur and has worked with Coal India Limited for 20 months. He has been actively involved in social causes like literacy and leprosy awareness campaigns, and plays chess and table tennis.

Nivedita (Operations Management Group) holds an MSc in Mathematics from Jadavpur University. She has been working in the management education sector for some time. She is trained in Hindustani Classical vocal music, Kathak and Odissi, and knows other dance forms like Bharatnatyam, Manipuri, Indian folk, Hip-Hop, Jazz and Salsa.

Kamalika Chakraborty (Strategic Management Group) has done her B.Tech in Chemical Engineering from the National Institute of Technology, Durgapur. She has worked for three years at the Indian Oil Corporation as a process engineer at the Haldia Refinery. Her interests include singing, listening to



music and dancing.

Abhishek Jaysing Shinde (Operations Management Group) has done his B.Tech in Mechanical Engineering from V.J.T.I., Mumbai University and has worked for two years as an Assistant Manager in Reliance Infrastructure Ltd. He has received the JRD Tata scholarship from Mumbai University for academic excellence.

Deepika (Economics Group) is an MA in Economics from Patna University. She is a keen debater and has also been awarded the top prize, consecutively for two years, in a debate competition organized by the Government of Bihar. She is also a movie enthusiast.

Ashish Kumar Jha (Management Information Systems Group) is a B.Tech in Electronics and Communication from GGS Indraprastha University, New Delhi. One of his projects on "Autonomous Underwater Vehicle Development" was ranked the best by NIOT, Govt. of India. He has also held various leadership positions at his undergrad school.

Nishant Kumar Verma (Operations Management Group) is a Bachelor of Engineering from BIT Mesra, Ranchi in Electronics and Communication, and has worked for 1.5 years with Tech Mahindra and served BELL CANADA as a network provisioner. Nishant likes to listen to ghazals and Sufi music in his spare time. A spiritualist, Nishant is an admirer of Swami Vivekananda.

Sidh Kumar (Behavioural Sciences Group) is a B.E.

from the Delhi College of Engineering and has 12 years of experience in the Telecom Sector and 5 years in the steel sector. He is from the Indian Telecom Service and is currently on deemed deputation from DoT to BSNL. Sidh played a crucial role in establishing BSNL Internet operations network and setting up the Enterprise Vertical in BSNL. Sidh's experience in managing cross-functional teams triggered his decision to enter inter-disciplinary research in management at IIM Calcutta. He is extremely fond of reading books and listening to old Hindi songs.

Diptiman Banerji (Marketing Management) is a BE in Metallurgy from the Bengal Engineering and Science University, Sibpur. After working for 3 years with Ispat Industries Limited, Diptiman did his PGDBM from ICFAI Business School – Kolkata. He has since then worked for 11 years in Customer Service delivery and as a Relationship Manager in the Telecom and IT sectors. He is interested in listening to old Hindi and Bengali songs, likes to go on long drives and loves watching classic Hollywood movies.

Sarada Gadepalli (Strategic Management) is a B. Tech in Civil Engineering from IIT Kanpur and she did her MBA from the Faculty of Management Studies, University of Delhi. She has worked in the IT sector

for 10 years in a wide range of roles including systems consulting and business development. She is a trained Carnatic classical singer. She also likes reading, quizzing, trekking and travelling.

Padmavathy Dhillon (Behavioural Sciences) is a B. Tech in Electronics and Electrical Communication Engineering from the Punjab Engineering College. She has worked for ALSTOM for 12 months. She likes to read and is a keen gardener.

Suvajyoti Bhattacharjee (Finance and Control) is a B.Tech from Jadavpur University. He has worked for 19 months with Cognizant Technology Solutions. He is interested in Actuarial Science. He is also an ardent chess player and a cricket enthusiast.

Ramjit Kumar (Sociology) is an M.A. in Sociology from Jamia Millia Islamia University. He is interested in reading and listening to old Hindi songs.

Amit Baran Chakrabarti (Strategic Management) is an architect from Jadavpur University and has obtained his PGDM from IIM Bangalore. He worked with IOCL for 7 years. He likes to watch Hindi movies, and also likes reading and listening to old Hindi and Bengali music.

Please join us in welcoming them to IIM Calcutta.

Compiled by Sarada Gadepalli and P. Srikanth

Profile of the 5th Batch of PGPEX VLM

IIM Calcutta launched the 5th Academic Session of the Post Graduate Program for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM) on 3rd April 2011 under the Chairmanship of Prof. Ashis K Chatterjee. After the due processes of written test and interview 38 students have been selected. The selected candidates are all First Class Graduate Engineers with more than 5 years of work experience in the manufacturing sector in various capacities.

The functional exposure of the batch includes Consulting by 6 students, Operations Management by 13 students, Product Development & R&D by 3 students, Project Management by 5 students, Sales & Business Development by 3 students and Supply Chain Management by 4 students. They represent a varied diversity of industry, such as Automobile,



IT, Power, Engineering, Retail, Metal & Mining and Energy and Oil & Gas. The average and highest age of this group are 29 and 32 respectively and that for work experience are 8 years and over 10 years respectively.

Profile of 2011-13 PGP Batch

The important factor of IIM Calcutta's 2011-13 batch is that the Institute has been able to meet the MHRD's directive to fulfill the 27% OBC quota in admissions while registering 462 students, which happens to be the largest batch across all IIMs. The batch of 2011-2013 (48th batch PGDM, 18th batch PGDCM) has 33 girl students (7%) and the rest are males. The batch comprises of 26 overseas students too. This batch will exclusively carry the tag of being the Golden Jubilee Batch of the country's premier most Management Institute as you are well aware that the Year 2011 marks the Golden Jubilee Year of IIM Calcutta. The Fellow Program in Management, the Institute's other prestigious academic program registered 16 students including 6 girl students. And incidentally, for the first time in the history of IIMs, a completely blind student got admission in the PGDM course at IIM Calcutta this year.

The students from IIM Calcutta typically have a history of academic brilliance displayed all through their educational years. Every year, the best students from India's premier institutes are admitted to IIM Calcutta. This year too, 23% of students in the PGP1 batch come with an IIT degree. 13% of students are from NITs, while 55% of students have studied in other Indian engineering colleges. The batch of 48/18

comprises of 93% students with an engineering background whereas 2% of students have a pure sciences background. The rest of the students have a degree in medicine, commerce, management or arts. It is interesting to know that about 4% of students have previously studied in colleges abroad, like NUS and NTU (Singapore) and Queensland University (Australia).

A majority of the students of IIMC hold degrees in electronics and computer science. This year we also have some students who have joined from medical school. 16% of the students have experience in finance and consulting, the preferred careers of graduates of this institute, before joining IIM Calcutta.

This year we have quite a few students who have started an entrepreneurial venture. Some notable students include Hariharan V., who has prior experience in farming and owns a field of his own. Anupam Kumar, who currently studies at IIM-C and is a product of Patna's famous "Super 30" group, has started out on his venture called "Escape", which aims at educating disadvantaged students in English. Ashish Baboo has also started a school for children from economically challenged backgrounds, while Tejas Padalkar and Anuj Agarwal's companies operate in the metal manufacturing sector.

IIM Calcutta students win BNP Paribas Ace Manager

Daniel Bretonnes, president of ANDESE (Association Nationale des Docteurs en Sciences Economiques) and also Head - Finals Jury (extreme left) & Michel Pébereau, Chairman of the BNP Paribas Board (extreme right), presenting the Winner's award to Team CeleStar - Abhimanyu, Ankit and Kunal at Orangerie, Paris. 13th April 2011.

How would you feel if you "aced" a global competition



organized by one of the world's strongest banking groups, in the process defeating more than 2300 teams of 12,832 participants across 140 countries over 18 online rounds and 2 gruelling in-person rounds in Paris?

That is exactly what Team CeleStar – Abhimanyu Bansal, Ankit Goyal and Kunal Agarwal – is experiencing, having been crowned winners of "Ace Manager – The Third Set", a global competition organized by BNP Paribas at Paris on 13th April, 2011. The three students of the Indian Institute of Management Calcutta have won tickets for VIP seats

at various tennis tournaments, EURO 3000 each and a broad choice of international internships within BNP Paribas's three core business areas.

Online Rounds

The preliminary stage, held between mid-February and mid-March, required the participants to work in a virtual environment solving 18 business cases across a diverse range of areas, right from Corporate & Investment Banking (Derivatives, IPO's, LBO's etc) to Investment Solutions (Estate Planning etc) to Retail Banking (Factoring Solutions etc). Incredibly, the team was consistently ranked first from Case 4 to Case 18, demonstrating their broad expertise in all areas of finance. The students displayed great teamwork and time management skills – perfectly balancing the competition as well as their coursework, including the final exams, which even had two papers on a single day. At the end of the online rounds, Team CeleStar topped the preliminary stage, and was selected for the finals along with four other teams.

Finals in Paris

On the D-day morning, the teams worked on three business cases related to various facets of finance and banking. In the afternoon, the participants presented their results, along with their vision for the bank of the future, to the jury comprising of professors from participating universities and members of BNP Paribas Group's senior management. The jury then posed questions about the solutions presented by the teams. In the end, Team CeleStar emerged as winners, defeating the other four teams comprehensively. Michel Pébereau, Chairman of the BNP Paribas Group,

presented the awards at a ceremony held in the Orangerie, Paris.

Curriculum and Peers at IIM Calcutta

Attributing the team's excellent performance to their institution and peer group, Ankit Goyal said "The sheer analytical content in every course, advanced nature of finance courses and a peer group focused on finance is what makes IIM Calcutta an excellent place for anyone interested in finance and banking. It was the primary reason which encouraged me to join the premier B-school". Kunal Agarwal mentioned that their managerial abilities and soft skills, especially communication and people skills, played an important role in the finals, noting that "real-life" was the perfect word to describe the finals. Additionally, he noted that the guidance provided by seniors had been critical for the team, starting from the all important advice to participate in the competition. Kunal quipped "It was one of the proudest moments of my life to win such a big event. It feels great to have represented my institute at such a grand stage and won. This event definitely put my financial as well as business acumen skills to the ultimate test. The rigorous curriculum, especially of the finance courses, at IIM Calcutta helped me tremendously in "acing" this competition". Barely able to contain his excitement, Abhimanyu added "It has been an awesome experience, and I guess the feeling is yet to sink in. It is surreal to be crowned the global champions of an event of such scope, breadth and depth. It wasn't easy, as the event clashed with our final exams and internships, but I'm glad that our efforts and commitment paid off. It was truly a once in a lifetime experience".

Lattice 2011 aims to unshackle India's quest for innovations!



For budding managers at IIM Calcutta, Lattice refers to a framework that enmeshes the strands of business, innovation and entrepreneurship within the context of the Indian society. Lattice, the Annual Business Symposium organized by the PGPEX students at IIM C, provides a platform for leaders across the country to share their mission and vision with the next generation of business leaders. The theme for this year's Lattice was Innovation for India: 2011 and Beyond. Lattice 2011, organized in the year of the

IIMC's golden jubilee anniversary celebration, will attempt to understand what could jumpstart the Indian innovation juggernaut. IIM C believes that the Indian growth story needs to be expedited and sustained by a spurt in innovations and that the crucial indicators such as patents per capita need to rise.

To capture the restless spirit of Indian innovation eminent speakers from across the spectrum of the Indian innovation factory had been invited. These speakers are leaders who are working on the frontiers of innovation in their respective domains and have a deep understanding of what keeps the innovation bug ticking in India. In keeping with the tradition of Lattice, the audience was inspired and challenged to open their minds to new possibilities. Last year's event on the Importance of Socially Conscious

Leadership had generated much enthusiasm with speakers from media, industry and the defense forces presenting their viewpoints. This year the leaders sharing the dais for Lattice included the CEO of Royal Enfield, the Regional Director of Shell Foundation, the CEO of Shanta Biotech, Additional GM BHEL and the founder-managing trustee of Samarathanam Trust.

Lattice 2011 was organized in association with Bharat Heavy Electricals, State Bank of India and the Royal Enfield. A student debate, with participation from management schools across the city, was also organized on the theme of innovation. This was a full day event on November 5, starting with the inauguration at 11:45 AM and ending with the prize distribution for the debating competition at 5:00 PM.

Profile of the 5th batch of PGPEX

IIM Calcutta launched the fifth batch of the Post Graduate Program for Executives (PGPEX) in the presence of Director, Professor Shekhar Chaudhuri, Dean (Programme Initiatives) Professor Sougata Ray, Chairman – PGPEX, Professor C Panduranga Bhatta, Chairman, Career Development & Placement Office, Professor Amit Dhiman and Advisor: Administration, Shri Dinesh Varma on April 16, 2011.

This batch has 39 male and 5 female students. The batch comprises of 8 Post Graduates and 36 Graduates. 42 students have engineering degrees, and 1 each from Arts and Science respectively. They come from diverse backgrounds such as IT, Investment Banking, Oil & Gas, Petroleum & Energy,

Telecommunications, Banking, Government Heavy Industry, Manufacturing, Automotive, Research & Product Development and also the Indian Army. Students from specialised domains like Oil & Gas, Petroleum & Energy and Research & Product Development services are also included. The average and the highest GMAT score stands at 718 and 770 respectively. The highest and average work experiences are 250 and 114 months respectively. The average age of the students is 33 years. They enjoy very senior positions, for instance, Senior Consultant, Engineer Lead, Project Lead, Senior Software Engineer, Manager Planning & Assurance, Head-Planning: Research & Development, Senior Quality Analyst to Director and Joint Director.

A session with Amish Tripathi



On the 5th of September, we had the pleasure of having on campus Mr. Amish Tripathi, IIM Calcutta alumnus from the 32nd batch. The evening was conducted by the campus literary club Persona. Mr. Tripathi, whose novel "The Secret of the Nagas" hit the bookstands

recently talked about his motivation behind the book and why his take on Shiva is different from the neo-mythological fiction we have encountered of late. He answered numerous questions from an eager audience and also shared highly entertaining anecdotes from his stay on campus. He signed copies of his first two novels for the hordes of enthusiastic students.

2011 PGP Summer Placement

The 2011 Summer Placement process for the batch of 2011-2013 kicked off on November 7, 2010. The number of students in the batch was 458, making this the largest batch in the history of any IIM. Keeping in mind the increase in the batch size, the placement strategy this year was modified to focus on inviting new recruiters to campus. Also, another major shift in strategy was to modify the compressed 5-day process adopted last year to a comparatively relaxed 5-day process followed by a rolling process so as to accommodate the huge increase in the number of firms visiting the campus this year. The total number of firms that visited the campus for Summer Placements this year was a record 160. This number includes a record 66 first time recruiters. The rolling process was conducted to ensure that candidates and firms both get a good understanding of what is on offer since many of these firms were visiting the campus for the first time.

The initial 5-day process was a slot-based process wherein each slot lasted for two days. Slot-0 took place on the 7th and 8th of November, Slot-1 was spread out across 3 days, the 9th, 10th and 11th of November. Following the slot-based process, the rolling process commenced on 14th November and culminated on 18th November with the successful placement of all the 443 students who wished to take offers from the process. 15 students chose to explore other opportunities.

To give a brief idea of the profiles of the students, the batch of 2011-13 had 68% students with prior work experience. The average work experience of the batch is 18 months. The batch had around 92% engineers apart from doctors, economics graduates, naval architects, botanists & accountants, amongst others. Among the students with prior work-experience, 45% had experience in Systems, 10% in Finance, 6% in Consulting, 14% in Power & Manufacturing and the remaining were spread out in various sectors. 4% of the students in the batch are overseas candidates.

Over 85 students will be interning in international locations. Internship locations offered include London, New York, Germany, Hong Kong, Singapore, Malaysia, Thailand, Switzerland, Brazil, Kuwait, Dubai, Vietnam and South Africa.

The 2011 Summer Placement process has been a

Highlights

- 1 Hosted the highest ever number of firms on campus during Summer Placements: 160 firms
- 1 Hosted the highest number of first-time recruiters ever during Summer Placements: 66 firms
- 1 Hosted all bulge bracket Investment Banks (some of these firms did not visit the other top Bschoools)
- 1 Re-introduced the option of NGOs/Start-ups and PSUs through rolling process for students who were keen to pursue summer internship in such firms
- 1 Increased diversity of opportunities available for students so as to enable them to be comfortable in choosing the internship destination of their choice.

historical achievement for IIM Calcutta. Defying concerns of a downturn, the successful placement of the largest batch ever reaffirms the trust that recruiters place in the institute. The change in Placement strategy (from the compressed 5-day process to a 5-day process followed by a rolling process) would be an important precedent for the future when the batch size is expected to become even higher. There has been a considerable increase in the diversity of internship profiles offered to students this year in terms of the opportunities to intern with new firms in new sectors.

Hockey great interacts with IIM Calcutta students



On the occasion of Teacher's day, students at IIM Calcutta got the opportunity to learn some valuable lessons from sportsperson turned change-maker Viren Rasquinha. The former India Hockey captain narrated anecdotes from his life and career, the

lessons he took away from each experience and how he, as part of the Organization Olympic Gold Quest, is now training potential Olympic medal winners in the pursuit of making India a sporting superpower too.

The talk on campus had been organized by the club 'Colloquia'. Rasquinha, with his excellence in the field of sports coupled with a management degree from ISB, seemed to be an apt choice of speaker, one who could establish a connection with the budding managers in the institute, and share the secrets of being a success in whichever field one pursues. He also spoke about the lack of proper facilities for training Indian sporting contingents, which has led to the performances being below par at the international level. He went on to cite the examples

of various sportspersons like Mary Kome, Gagan Narang, Saina Nehwal, and others who have achieved great laurels inspite of the system, but have the potential to do exceedingly well with a little help.

Rasquinha talked about the good work the NGO Olympic Gold Quest (OGQ), of which he is currently COO, is undertaking, in the direction of nurturing Olympic talent in India. He talked about the innovative fund raising campaign "Power your Champion" that they have taken up, where anybody can commit a sum of Rs. 100 a month to be donated to the training and other requirements of the athletes that are part of OGQ currently.

Rasquinha graduated from ISB in 2009 and turned down a lucrative offer from an Investment bank to take up the cause of upliftment of sports in India. "Before going to ISB, I used to wonder why sporting bodies are not able to take proper care of particular sports teams. Having seen the manager's perspective on it now, I understand the numerous problems and constraints he faces", said Viren.

Visiting faculty at IIMC and Founder, PipalMajik, Mr. Chandradeep Mitra thanked Viren with a token of appreciation for coming to campus and sharing such valuable lessons with the students.

4th batch PGPEX VLM Placement

The 4th batch of PGPEX VLMP program consisted of 29 students, out of which 5 were sponsored students. Placements at IIM Calcutta's PGPEX VLMP program saw 22 students placed out of 24 students. One student opted out for Entrepreneurship and 1 Student did not avail of the placement facility. The sectors in which the students got offers include Consulting, Operations, IT, Logistics, General Management, Manufacturing and R & D. The 4th batch had some of the leading companies offering salaries ranging from Rs. 10.50 lacs to Rs. 18.00 lacs. A total of 16 companies participated in the Final Placement Process and 7(seven) PPOs were received

from different companies on the basis of internship of PGPEX-VLMP students.

A total of 30 offers were made which included 11 in Consulting, 7 in Automotive, 4 in IT, 3 in Business Development/ General Management, 2 in Metal & Mining and 3 more in others. Some of the companies which participated in the Final Placement were Tata Consulting, HP Consulting, BMG Consulting, Take Solutions, Anand Group, John Deere, Tata Cummins and Hitachi. Tata Consulting made 8 offers, which was the highest among all recruiters. The highest and average salary was Rs 18.00 Lakhs and Rs 12.80 Lakhs respectively.

4th batch PGPEX Placement

The quality of offers to the 4th Batch has been impressive. Offers have been made and accepted at the level of Director/VP/GM. Contrary to the last year, this year the number of offers and participation of recruiters was higher with more diversified roles for the students. The final placement was done for 37 students (Batch strength 44, while 5 students opted out of placement assistance, 1 student rejoined a PSU with higher responsibility and 1 was a sponsored student). The sectors in which the students got offers included Energy, Infrastructure, Operations, Healthcare, IT, Telecom, Business Consulting, Education, Logistics and Banking. The roles offered to PGPEX students ranged from mid to senior level with designations like Deputy General Manager, Assistant General Manager, Principal Consultant, Senior Business Development Manager, Manager (India). The 4th batch had some of the leading companies offering salaries ranging from INR 15.00 lacs to INR 28.00 lacs. The average and highest salary was INR 19.66 lacs and INR 28.00 lacs respectively.

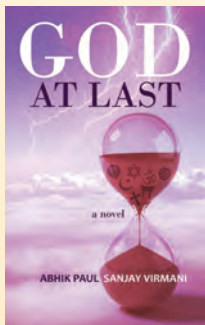
A total of 52 offers were made for 37 students, which included 4 in Finance, 12 in Consulting, 4 in Business

Development and General Management, 16 in IT Consulting and Telecom, 4 in Corporate Strategy, 8 in Sales and Marketing and the remaining 4 in other sectors.

The First time recruiters to IIM Calcutta's PGPEX programme were CEB, Lava International, Shapoorji Pallonji Group, ABS, Carestream, Aricent Technologies and Bertling Logistics. Cognizant Technology Solutions made the maximum number of offers. Some of the other regular valued recruiters which participated include Goldman Sachs, Yahoo, Microsoft, Google, Cognizant, PWC, Blue Star, Amazon Consulting, iNautix and Carestream.

In keeping with last year's trend, this year as well, PGPEX placements allowed students to leverage their past work experience and stay within the same sector or leverage the PGPEX program to switch out of sectors. Finally, one student rejected a good offer to join a network security start-up. A swallow does not make the summer, but the PGPEX programme is about allowing people to make these kinds of choices. All in all, a satisfying placement season that augurs well both for the program as well as the 4th batch.

Book "God at last" by our Alumnus



Abhik Paul, of the 1st batch of PGDCM from our institute, has co-written a book, God At Last, which was launched recently at the Oxford Book Store, Kolkata. It's a thriller but is based on eschatology, the study of Doomsday, as proposed by the religions of the world and others like Nostradamus. Currently, he is a

Senior Engagement Manager with Infosys Technologies Ltd. He has also written on religion-related blogs and has been a keen follower of the recent surge in religion related literature. A career professional in Supply Chain process consulting, he has been able to fuse his religious studies into the present literary venture. He has earlier written about his experiences in process consulting in the form of a tongue-in-cheek novel. Presently he lives in Chicago with his wife and daughter.

IIM Calcutta vs. AIM, Kolkata

In the second weekend of September, a host of friendly matches in various sports were arranged between IIM Calcutta and the Army Institute of Management (AIM), Kolkata with a view towards fostering relations between the two colleges, along with preparing the IIM-C sports contingent for future tournaments.

Unfortunately, the two-day long meet was dampened by torrential rain, with the basketball and badminton matches washed out. However, with rain relenting the next day, the table tennis and football fixtures were played at AIM. With both IIM-C table tennis teams containing players who had previously played for their respective states, it turned out to be an easy victory as both the men's and women's table tennis teams beat AIM in straight sets. The football match proved to be more of a contest, with both sides failing to find the back of the net in the first half of the match. In the end, though, IIM-C scored two goals to win the match.

A memorable session with Vinayak Lohani

IIM Calcutta has produced entrepreneurs, corporate honchos and excellent managers, but only few have had the courage to go beyond the realm of the corporate world and take the initiative to make a change at the grassroots level. Mr. Vinayak Lohani is one such alumnus of IIM Calcutta, who graduated in 2003 and set up Parivaar, an organization working for total care and overall development of children from categories like orphans, girl children highly vulnerable to exploitation, victimization, and trafficking, street children, abandoned children, extremely impoverished children from tribal areas and other vulnerable children.

On 23rd September 2011, we had the privilege of having Mr. Lohani on campus to deliver the 4th Lecture in the Institute Lecture Series. Mr. Lohani is inspired by the teachings and work of Swami Vivekananda. He talked about his early professional life and what inspired and motivated him to take this unconventional route after an MBA. He candidly talked of his life at IIM Calcutta, and the time when he grappled with the idea of breaking off from the rather restricted system and think of a different path ahead. He mentioned the day-to-day difficulties in the initial period after college when he was still in the ideating phase and looking for avenues to explore.



Immediately after graduating from IIM in 2003, Shri Vinayak started Parivaar with just 3 children in a small rented building with almost no financial resources. He mentioned how, initially, he used to deliver some lectures to students appearing for Management entrance examinations so that he could meet the expenses. Gradually people began to be inspired by

his dedicated service and started to support this initiative and the number of children at Parivaar grew. Parivaar's mission and theme began to attract dedicated youth, many of whom joined Parivaar Ashram as resident workers and this has culminated in it becoming the widely contributing organization it is today.

At the talk, Mr. Lohani answered a barrage of questions from the IIMC students and faculty, most of whom quizzed him on the motivation, hurdles (especially in India) of entering into social work given the possibility of joining the corporate and earning more money.

At the end, the Director Prof. Shekhar Chaudhuri presented him with a token of appreciation for coming back to his alma mater and inspiring the young minds. He also wished him the very best for his future endeavours and assured of constant support from the IIMC family.

Kiran Bedi enthralls IIMC students



Kiran Bedi, Magsasay Award winning retired IPS officer and key member of India Against Corruption, visited the IIM Calcutta campus on 18th October to talk on "The Requirement and Role of Transparency in Governance and Management". Ms. Bedi called on the budding managers to analyze governance and

investigate the role of corporates in fostering corruption in public life.

"Each student should do at least four projects during the two-year stint on cases of corruption in public life. Have you ever tried to find out why so many public projects implemented by private parties encounter time and cost over-runs? Or why it takes so long to deliver some services? In doing so, you will discover what role corporates play to add to the corruption and the walls they have built to prevent being exposed," she remarked during her talk.

Bedi's rationale behind the Discover Corruption projects was that in the process, students would learn about how information is suppressed to breed corrupt practices. She went on to say that they should

implement transparent governance practices in their careers too since these are equally beneficial for companies as it would help them earn customer goodwill.

The activist also asked the students to read the Right to Information Act, 2005, something she believed not many people are completely aware of. "The government makes policies, but implements nothing and gets away with it. They get away because we, the civil society, ask nothing," she said.

Pointing to Section 4 of the Act that gives suo motu power to put all information of public importance in the public domain, she said that even six years later, apart from MGNREGA, suo motu disclosure had not been implemented in any other government scheme.

"Had the government implemented the act in letter and spirit, the 2G and CWG scams would not have

happened. Why is the government feeling harassed by RTI petitions? That is because it is reactive, not proactive. There is an inherent inhibition to share," Bedi said.

Later, Ms. Bedi fielded questions from the student community as well as some members of the faculty. Queries ranged from the inefficacies in the police system to the Hazare campaign, leading to further discussion on how it is every individual's duty to do his bit to root out corruption. Ms. Bedi's candid demeanour and valuable advice peppered with light-hearted humour was appreciated by everyone present in the packed auditorium. The Director of IIM Calcutta, Prof. Shekhar Chaudhuri, felicitated her at the end of the event, thanking her for her thought provoking words, and hoping that everyone in the audience would make efforts to contribute to a better nation.

World Peace lecture by His Holiness the Dalai Lama



It is not often that one gets the opportunity to listen to a leader of global stature and recognition. Ever since His Holiness, The Dalai Lama, agreed to give a lecture at IIM Calcutta, anticipations of that blessed day started to grip us. The day arrived. We had a hurried lunch as we strode towards the Auditorium to ensure a seat in what would be an overflowing hall. As His Holiness slowly walked onto the stage amidst a thunderous applause, the first thing that struck me was his humility. He bowed to us with clasped hands and chose to give the lecture standing at the podium instead of delivering it seated. He had me hooked from the moment he stepped on to the stage.

While we were aware that the lecture would be on 'peace', His Holiness conveyed his message in a unique manner. He hit a common ground instantly by establishing his belief that everyone is the same by nature. He cited the merits of the Indian culture and said that he was a messenger of India to the World. He held his audience captive by interspersing his lecture with benign jokes.

One strong message that struck me was that education and intellectual clarity that the students here are often proud of is incomplete if there is a lack of inner values. I was pleasantly surprised when a spiritual leader of his stature gave us the option of being religious or otherwise. But he insisted that inner values define our actions and the pursuit of inner beauty will lead to happiness. He elaborated that progress can be made by us, the 21st century generation, only if we vigorously adopt equality, love and compassion as virtues.

Often we students get into this mirage of competition and equate money and power with success. He responded to our queries by categorising competition as good or bad according to how we perceive others and ourselves. He requested us to adopt service as a way of facilitating relationships. Emphasizing the dialogue way to global peace, he also reiterated the 'ahimsa' approach that India has successfully followed over centuries.

As he ended his speech, a sense of calm fell upon us -something that we often miss in this chaotic world. It struck me suddenly that I had just listened to a champion of world peace and a leader respected across the globe. After he concluded his mesmerising talk, I immediately ran towards the pathway and captured a picture of him on my mobile camera. A picture to keep reminding me of his message and furthermore, that I was there!

By A.R.Srivathsan, PGP Student

Special Guest Lecture by Prof. Srikant Datar



Prof. C Panduranga Bhatta, Coordinator, MCHV welcomed Prof. Srikant Datar from Harvard Business School to deliver a lecture on the topic “Developing Critical Skills for Effective Leadership” on October 14, 2011 at the Management Centre for Human Values, IIMC. The lecture was attended by faculty members, students of FP, PGP, PGPEX and participants of an In-Company Program running in the institute. Prof. Datar shared the insights gained while working on his book “Rethinking the MBA: Business Education at a Crossroads.” The book is a result of extensive research including hundreds of interviews with executives, society leaders, deans and even students of management across the globe. The lecture described skills needed for wise decision-making and effective leadership, by using the knowing-doing-being framework developed by him in the book. Prof. Datar also discussed how individuals can develop these leadership skills.

Prof. Datar raised concern over the issue of significant decline in enrollments in MBA programs. Discussing the critical skills needed to be imparted to students for effective leadership, Prof. Datar stressed decision making skills, critical thinking, innovative thinking, integrative thinking, cross cultural sensitivity, sense of responsibility and discipline, communication skills and the ability to take help in completing tasks. In the knowing-doing-being framework, the “knowing” component includes facts, frameworks, and theories that make up the core understanding of a profession or practice. The “doing” component includes the skills, capabilities, and techniques that lie at the heart of the practice of management. The “being” component includes the values, attitudes, and beliefs that form managers’ world views and professional identities. According to Prof. Datar, without “doing” skills, “knowing” is of little value, but “doing” skills will be ineffective and direction-less without the self-awareness and reflection on values and beliefs that come from developing “being”.

The lecture was followed by a brainstorming question-answer session by the participants. Prof. Shekhar Chaudhuri, Director IIMC, presented Prof. Datar with a memento of honour. Prof. Bhaskar Chakrabarty from Public Policy Management Group, IIMC gave the vote of thanks to Prof. Srikant Datar for his thought provoking and enlightening lecture.

Arpita Mathur, FP Student, Sociology

Faculty-Students Annual Cricket Match

IIM Calcutta showcased the lively side of the campus by holding a Student faculty interaction in the form of a cricket match. The match has now become an annual affair and is a testament to the bonding and camaraderie that exists between students and faculty. The Faculty team won the toss and chose to bat first in the 10 over match. Some elegant stroke play and power hitting saw them racing to an insurmountable total of 150 runs. A large number of students showed up to watch their favourite professors thrash the ball around the ground and every boundary was followed by a loud applause and cheering. A real highlight of the match was the light-hearted commentary by two second year students who were later joined by Prof Prashant Mishra, PGP Chairman and Captain of the Faculty Cricket

team. The fervour in the faculty team did not die down in the second half of the match as well which saw some serious fast bowling by their team.

The Faculty continued their undefeated streak by winning the match by close to a hundred runs. Prof. Sumanta Basu who teaches Operations Research was declared Joint Man of the Match along with Prof. Suren Sista, a Marketing Professor.

The match marked the launch of IIMC Cricket Premier League (ICPL) 2012, an annual sporting event modelled on the IPL. With 8 teams, over 120 players and Rs 2.2 Lakhs at stake, ICPL player auctions start on 3rd January.

Rafiq Dossani Talk



Dr. Rafiq Dossani, an IIM Calcutta alumnus from the 11th batch (graduated in 1976), and currently a senior research scholar at Stanford University's Shorenstein Asia-Pacific Research visited the campus for a talk on July 21, 2011.

Dr. Dossani's research interests include South Asian security, government, higher education, technology, and business. His most recent book, *Does South Asia Exist?* was published in 2010 by Shorenstein APARC.

During his talk on campus, Dr. Dossani related to the audience the growth path of the IT sector in India. He initiated the talk with the history of the Y2K bug and how the ingenuity of the Indian engineers and IT firms in handling the bug had placed India on the IT map of the world. He then went on to discuss whether, a decade later, India has delivered on the promise it showed then. He highlighted, through facts and figures, the various technical and workforce inadequacies that plague the IT scene in India today. He also mentioned how the portals of education in India are faring in producing useful talent and how they can be bettered. The thought provoking talk captured audience interest and it was delightful to see the students and faculty who were present argue some of Dr. Dossani's points and discuss their perspectives on certain issues.

After the conclusion of the talk, the Dean Prof. Sougata Ray felicitated Dr. Dossani and wished him the best for his future research pursuits.

Max Plank Lecture

As part of the MIPLC Lecture Series, Dr. V.K. Unni spoke about "Contextualizing Patent Linkages in Indian Pharmaceutical Sector: Lessons from the Bayer Corporation Case" on October 25, 2011, at the Max Planck Institute for Intellectual Property and Competition Law, Munich, Germany.

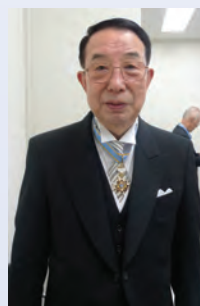
Seminar at Muscat

Al Osool Al Arabia L.L.C. in association with IIM Calcutta, under the patronage of Oman Chamber of Commerce and Industry, organized a seminar on Challenges in Risk Management by Professor Ashok Banerjee and Current Trends in Management Education by Professor Krishanu Rakshit in May 2011 at Muscat Hall, Oman Chamber of Commerce & Industry, Ruwi. His Excellency Anil Wadhwa, Indian Ambassador to Sultanate of Oman was the Chief Guest, while Abdul Adheem Abbas Al-Bahrani, Director General of OCCI was the Guest of Honour. This has been a successful case of being a leading initiative to promote IIM Calcutta's LDP initiatives.

Awards won by our faculty

Professor C Panduranga Bhatta has received the ICFAI Best Teacher Award for 2011 at the 23rd Annual Management Education Convention of the Association of Indian Management Schools (AIMS) held on August 27, 2011 at Bhubaneswar. Professor Manisha Chakrabarty received the Best Research paper award 2011 in the International Conference on Data Envelopment Analysis and Its Application to Management; Centrum Catolica, Lima, Peru-14-16th September, 2011. Professor Bodhibrata Nag has been selected for the "Best Professor in Operations Management" Award conferred by the Asian Confederation of Business and CMO Asia at the World Education Congress Global Awards in Dubai on 25th September, 2011.

PGPEX VLM Professor receives Emperor of Japan Award



Despite having serious problems on the personal front Prof Shoji Shiba conducted the compulsory session on Breakthrough Management (BTM) for the newly inducted students of PGPEX VLM during April 4 to 12, 2011. In the midst of the programme, he lost his ailing mother on 11th April but did not report to his hometown and instead completed the programme as scheduled. Incidentally, the devastating earthquake followed by Tsunami in Japan on March 11 caused severe damage to his house and property but he remained committed to his duty in taking the session for the PGPEX VLM students at IIM Calcutta. This unparalleled gesture earned him the prestigious award by the Emperor of Japan.

The 1st Batch-PGDM Reunion



By Sudas Roy (PGDM Reg. No. 37/1)

A group of fifty brave hearts from all over India had the pioneering privilege to walk into the portal of the first IIM in India, circa 1964, in search of that elusive and almost unknown IIM Calcutta diploma called the PGDM. We were a motley group of students-highly heterogeneous in background and social-demographic characteristics-but united in a zeal to taste the fruits of management education as purveyed to us by a team of globally renowned faculty and through a formal link with the Sloan School of MIT. By April, 1966, 39 of us (or was it 40?) qualified, earned our diplomas in a convocation under a makeshift pandal, received the document from the Chief Minister of the state and went our separate ways.

Since then much water has flown down the river Hooghly. We faced life on our own terms in our chosen or accidental careers, we raised families, some of us left the shores of the country for good while others

became part of the Indian growth story. Most of us lost contact with one another and as ill luck would have it, as many as five of our colleagues left for the heavenly abode over the years.

IIMC in the meantime, was also growing in age with the golden jubilee anniversary beckoning in 2011. Some of us felt a sort of stirring within. How about a reunion of the 1st batch in its year of golden jubilee that is, 2014 which would complete the 50th year of our entry into the IIMC PGDM program? Some of the kindred souls met in Kolkata and in Mumbai in 2010-11 and discussed this proposition. (Luckily, at least a handful of classmates kept mutual contacts alive). When this reunion idea was mooted, all those present, agreed in a Victor Hugo-esque fashion that "the time for this idea has come" and it was no point postponing the reunion till 2014. An unspoken sub text underlining the discussion was that though the life expectancy in India had risen considerably, still the earlier we met,

the better! Thus, this idea of a November, 2011 reunion was born. It is quite remarkable that for 45 long years, the 1st Batch collectively went into a hibernation-so to speak, but when it woke up from its long slumber, like young children, its members wanted to meet right away!

Once it was agreed that November 26-28, 2011 would be the chosen dates, then started an exciting "search and find" exercise. The immediate challenge was to ferret out the whereabouts and contact details of as many batch mates as possible. We googled and mailed, we Facebooked and linked in. However, the cyber space was not the most promising meeting ground for the simple reason that those who were more elderly amongst us were not users of the "net" resources. Luckily such members were only a handful. Finally, by October, 2011, we could either establish contact or could obtain contact details of about 30 surviving members of our batch.

Out of these, a smaller group of about 15 members agreed to meet in Kolkata in November, 2011 for the reunion. However, as it so often happens, due to unforeseen and unavoidable reasons, some members dropped out at the eleventh hour and a group of 11 members along with their spouses finally met. In addition, 2 local members joined us in some of the programs. Batch mates came from near and far. San Francisco, Mumbai, Delhi, Lucknow, Bangalore, Chennai, Bhubaneshwar and Pune were the places they came from!



This group represented the diversity that marked the 1st batch originally (a far cry from the recent batches which often seem to be the products of a common design template!). We had, in our midst, an ex-Governor of a state, two consultants, 3 full time academics and few part time ones. We had ex-managers of

multinational companies as well as public sector units. We had an entrepreneur who was also a social worker, having adopted a village of 5000 people. We had "Uncle", the eldest member of the group, who also had the unique distinction of heading a family of 4 IIMC PGDMs!

One unifying factor that bonded the group was that all members belonged to the group of "Senior Citizens" (as defined by the Income Tax Act and not by the definition of the Indian Railway!). The age group ranged from 66 years to 78 years! Batch mates travelled to Kolkata along with their spouses after going through two heart bypasses or three full hip replacement surgeries! I quote this medical detail only to establish the undying spirit of camaraderie that motivated these members to participate. By the courtesy of one of the batch mates, we could all billet ourselves for two nights and three days in the sylvan surroundings of the Tolly Club where on November 27, we had our reunion dinner preceded by very interesting presentations by 2 batch mates on human values and rural development. Before commencing the proceedings, we observed a minute's silence in memory of the 5 departed classmates.

That day began with a very pleasant cruise on the Hooghly river with a stopover at the Belur Math. The five-hour cruise gave us ample opportunity to have unmitigated "adda", bringing ourselves up-to-date on each other. Besides, impromptu bouts of mimicry of colleagues and past professors and a few songs enlivened the proceedings. A class mate with a photographic memory gave verbatim accounts (mostly hilarious) of some of the incidents of our Emerald Bower days! The beautiful setting of the river with ghats on the two banks and framed by the old and the new bridges on the western horizon and the spires of the Belur and Dakshineswar temples on the eastern side, created an ideal backdrop and a mood enhancer for our fellowship!

The two highlights of our reunion were the receptions and felicitations that we received from the IIMC Alumni Association Kolkata Chapter and from the Director, the Dean and students of IIM Calcutta. On Saturday, 26th November, in a dinner hosted by the IIMCAA on the terrace of the Taj Bengal hotel, we were received with lot of warmth and spirit (!) by the fellow alumni of IIMC. Our cup of joy was full when we met 3 of our teachers from our student days: Prof. Barun De, the eminent

historian, Prof. Kaminii Adhikari, our Organizational Behaviour Professor and Dr. Bani Sinha, the Operation Research specialist. We were deeply touched by their presence. It was truly a nostalgic occasion and did I detect some moist eyes in our midst? To cap it all, Alfred Stephanos (31st batch) and Kavery Narang (9th batch), took us back to the sixties and seventies by singing some "golden oldies" which were staples in our younger days. By their touching gestures of felicitating each one of us, the IIMC Alumni Association, under the leadership of Mr. Debashish Gupta, bridged the chasm of 45 long years and made us feel that we had come back home! Thank you, IIMCAA Kolkata Chapter!

On Monday, 28th November, on the last day of our Reunion, we assembled in the Joka campus in one of the swanky modern classrooms in the New Academic Block. At once, our mind travelled back on a time machine to our makeshift campus at the Emerald Bower, which was long on history but awfully short on amenities and which we called our home for two years. The contrast was dramatic and once again brought home the point that our Alma mater had travelled many a miles since we left it. The Director, Prof. Shekhar Chaudhuri and the Dean, Prof. Sougata Ray welcomed us with great warmth. The Director provided a glimpse of the road travelled so far and a road map for the future. We were again felicitated along with our spouses and presented with lovely mementos. Our batch mates made short presentations on their life's lessons which they shared with the few bright and eager students present in the room. The visit ended with a round around the campus and a lunch.

From the Tata Hall, the dining hall, we bid "good byes" and "adieu" and thus the curtain was rung down on the first reunion of the 1st Batch of PGDM of IIM Calcutta.

Before I get carried away by the emotional undercurrent of the parting moments, let me clarify that the two mandatory functions associated with the reunion were carried out with perfection. On the first day, two visits were made to New Market and the Gariahat market for the spouses to indulge in sari shopping and on the last day "mishti doi" and "rasogollas" were collected in ample quantities by all the departing classmates!

Our next stop in this journey is winter 2014 to mark the golden jubilee of the PGDM 1st Batch! Insha Allah, we shall be there!

Prime Minister at IIM Calcutta



On the 22nd of August 2011, our campus had the honour of welcoming our 'scholar' Prime Minister Dr. Manmohan Singh for a Golden Jubilee lecture. Other Guests of honour for the occasion were Hon'ble West Bengal Chief Minister, Ms. Mamata Banerjee, the Governor of West Bengal, His Excellency Mr. M.K. Narayanan, and IIM Calcutta Board of Governors Chairperson Mr. Ajit Balakrishnan. The Chairperson welcomed the guests with a speech where he talked about the laurels IIM Calcutta had achieved over the years to become a reputed name in Asia, and across the world.



Then followed a rousing speech from Ms. Mamata Banerjee in which she praised the work IIM Calcutta had done in producing quality corporate managers. The Prime Minister then began his lecture with a heartwarming history of IIM Calcutta. He then went on to talk about issues ranging from the Indian economic policy to rising inflation, sustaining a healthy growth rate and how the 12th plan is encompassing all of these. He even talked about the corruption plaguing the



system and laid stress on better implementation of governance structure and greater transparency. The audience was delighted to see the Prime Minister openly expressing his views on seemingly polemical issues, in the wake of the then recent Anna movement.

The Director, Professor Shekhar Chaudhuri, felicitated the guests for gracing the campus in this milestone year, thus completing an enlightening and memorable day for the IIM Calcutta fraternity.

The 3rd CARISMA – IIM Calcutta Workshop



The 3rd CARISMA – IIM Calcutta Workshop on Optimisation Methods and Risk Analysis: Applications in Finance held at the Financial Research & Trading Lab during 06-09 April, 2011 was a great success, achieving record attendance and further establishing

a reputation of being the only workshop in decision-support systems. The Workshop was jointly organized by The Centre for the Analysis of Risk and Optimization Modeling (CARISMA) of Brunel University, London and IIM Calcutta. There were 42 domestic and 1 overseas participants. 24 of them were students, 17 were academicians/researchers and 2 belonged to industry, representing Tata Consultancy Services and the Reserve Bank of India. The agenda offered a wide variety of topics, and it is clear from participants' feedback that the sessions they attended were greatly appreciated. This was due not only to the quality of the input from speakers but also to the richness and pertinence of the discussions.

Conference on the Future of Management Education – Meeting the Challenges of Globalization

IIM Calcutta and IIM Ahmedabad, the country's premier Management Institutes, came together to host a Conference on MANAGEMENT EDUCATION: THE ROAD AHEAD, Meeting the Challenges of at the IIM Calcutta campus during October 14-15, 2011.



In view of the significant changes in the environment in which organizations would function in the future, it is imperative to examine the manner in which management education is being imparted in India. A series of Conferences have therefore been planned to take stock of the state of management education in India. The objectives of these conferences have been to disseminate the outputs widely so as to start a national debate on what needs to be done to revamp the management education so that it becomes more relevant and responsive to the emerging needs of the nation. The discussions would be led by faculty teams from the IIM Calcutta and IIM Ahmedabad as well as faculty from US business schools.

The first conference in this series held at the IIMA campus in July brought together leaders in management education for a two-day conclave to discuss various facets of management education so as to make the

education imparted more relevant to the needs of emerging economies. It was agreed that the conference would be followed by several conferences on specific themes that would emerge from the discussions on which in-depth deliberations are required.

The second conference in this series took place at the IIM Calcutta campus during October 14-15, 2011. This conference focussed on the theme of "Meeting the Challenges of Globalization". In an increasingly integrated world, managers must be able to formulate effective strategies for their organizations across the globe and be able to manage diverse teams of individuals coming from widely different economic and cultural backgrounds. Business schools have tried to teach these skills in various ways:

- by increasing the percentage of international students and faculty at the school
- by increasing the global content of courses – both functional and discipline-based
- by creating integrative global management courses
- by developing international exchange programs
- by organizing immersion programs
- by offering global field studies and projects
- by establishing global research centers
- by building overseas campus

The conference provided an opportunity for faculty, deans and directors of business schools in India to exchange their knowledge and experience about globalizing the MBA education in their schools.

Entrepreneurship Workshop by the Bangalore Alumni Chapter



The first entrepreneurship conference provided a forum for the students to discuss and

understand the challenges and benefits of entrepreneurship as compared to a corporate job. 5 of our esteemed alumni included Meena Ganesh, CEO and MD of Pearson Education Services, Krishnan Ganesh, Founder and Chairman of TutorVista.com, A J Ishwar Kumar, Director of Sri Upasana Consultants, Moley Bannerjee, a former Ford Foundation Scholar at the Carnegie Mellon University and Bala Natarajan who heads Progeon (now Infosys BPO). Students got the opportunity to analyse live case studies and present their perspectives to the alumni and at the same time listen to the alumni dissect those very same cases.

Chennai Alumni Workshop

The Chennai Alumni Association of IIM Calcutta held a workshop for the students on the 24th and 25th of October. The members of the association who spoke at the workshop were Ashok Jayaram (8th Batch), Ravi Santhanam (15th Batch), Partha Dattagupta (22nd Batch) – Country Manager, Swatch Group (India), J Krishnan (12th Batch) - MD, UniMity Solutions Pvt. Ltd., Dr. P.V.R. Murthy (13th Batch) - CEO, Executive Search Recruitment Consultants, Sanjay Nayak (18th Batch) - President, McCann Worldgroup, Lakshminarayana (19th Batch) – COO, Idea Cellular, K. Mahalingam (22nd Batch) – Partner, T.S. Mahalingam and Sons, Bala J. Raman (19th Batch) – Co-founder & President, Congruent Solution (P) Ltd., Pratik Pota (27th Batch) – Executive Director (South), Pepsico India, Ajay Jain (18th Batch) – Director, Enzotech Solutions Pvt. Ltd. And Vineesh Chadha (30th Batch) – Partner, MXV Consulting.

Three case study competitions were carried out in this workshop. The unique point of this

competition was that the cases were written by the alumni themselves based on their varied experiences. Mr. Partha Dattagupta talked about his time as CEO of Barista. He specifically talked about the competition Barista faced from new market players such as Café Coffee Day. The second session had Mr. Sanjay Nayak talking extensively about the advertising sector. The students of IIM C presented on the case based on the Mobile Technology Sector. Mr. Lakshminarayana then spoke about the new avenues that Idea Cellular is foraying into, such as the rural markets. The third session consisted of students presenting the case in the Retail Beverages Sector. Mr. Pratik Pota spoke about his tenure and experiences at PepsiCo while discussing the launch of their recent new brand Nimbooz.

The session and the workshop was wrapped up with the prize distribution ceremony in which the top presenting teams from across the 3 case studies were awarded for their performance.

IIM Calcutta reaches 50th Year on November 14

Management Education for a Sustainable Tomorrow
2 Day Convention during November 14-15, 2011



The twin concerns for inclusive human development and preserving ecology have brought the sustainability agenda at the centre stage of good governance for business and non-business organizations around the world.

Investors are showing growing concern not only about eco-efficiency, but also business ethics, corporate social responsibility, and human rights. The business organizations in India and globally are recognizing the need to address the social and environmental impacts of their activities by innovative strategies for the rural market and customers at the bottom of the pyramid, which, together with profits are popularly known as the 'triple bottom line' issues of Sustainable Development. The sustainable business debate is shifting from public relations to questions of competitive advantage and corporate governance. Therefore, there is an emerging need that the management schools around the world not only attach greater importance to research on issues of

Highlights:

- 1 The Event commemorating the completion of the 50th year of the Institute (Nov14 – 16, 2011) was inaugurated by the Former President of India, Dr. A P J Abdul Kalam on November 14
- 1 Included a 2-day intellectually stimulating Convention on “Management Education for a Sustainable Tomorrow” with globally renowned academic leaders, Management Gurus and Industry Leaders sharing their perspectives
- 1 Directors’ Conclave with panelists including Directors/Deans from all IIMs and other major B-Schools in India to discuss the future of management education
- 1 Distinguished Alumnus Award was conferred for the first time this year and alumni from around the world received the award in person on 15th and 16th November.
- 1 Cultural programme: Mohan Veena by Pandit Vishwa Mohan Bhatt and Kathak dance by Danseeuse Shovana Narayan
- 1 Exhibition of archival materials like rare and invaluable photographs and manuscripts depicting the history of IIMC and IIM system
- 1 Curtain Raiser of the work-in-progress documentary film on IIMC’s Golden Jubilee, directed by famous film director Goutam Ghose
- 1 A Special ceremony to honour IIMC’s former Chairpersons of Board of Governors, Directors, faculty and staff members on November 16 during a session on IIMC@50: Felicitation



sustainability, but start incorporating the Sustainability Thinking in the management curriculum.

Given this context, IIM Calcutta, the first IIM, organized a Convention on “Management



Education for Sustainable Tomorrow”, while celebrating the completion of the 50th Anniversary. The Convention was held during November 14-15, 2011 as a part of the ongoing Golden Jubilee Celebrations of the Institute. Former President of India, His Excellency Dr. A.P.J. Abdul Kalam inaugurated the Convention. During this two-day convention globally renowned speakers from various stakeholder groups shared their perspectives on the sustainability issues.

The objectives of the Convention were two-fold. Firstly, it helped to develop awareness and appreciation on the criticality of sustainability thinking among the audience. Secondly, a greater clarity on ideas and

approaches has emerged on how to embrace and integrate sustainability education in the management curriculum to promote Sustainability Thinking among management professionals. In the process, IIM Calcutta played another pioneering role in promoting the integration of Sustainability Thinking in Management Education.

The host of speakers in the various sessions of the Convention on “Management Education for a Sustainable Tomorrow” included industry leaders like Jamshyd Godrej, Chairman, Godrej & Boyce, Mr. Juan Costa Climent, Partner & Global Leader for Climate Change and Sustainability, Ernst & Young, Ajit Balakrishnan, CEO, Rediff.Com, Dr. Ram Nidumolu, Founder and CEO of InnovaStrat and Low Carbon Enterprise Initiative, D. Shivakumar, Vice President and Managing Director, Nokia, IMEA, Sabyasachi Hajara, Chairman and Managing Director, Shipping Corporation of India and M.G. Parameswaran, Executive Director and CEO, Draft FCB Ulka, among others. The speakers also included distinguished academicians, professionals and management gurus like Dr. Stuart L. Hart of Cornell University, Dr. Dipesh Chakrabarty, University of Chicago Dr. Himadri Pakrasi of Washington University, Dr. Paul Shrivastava of Concordia University, etc.

Other Events:

Legendary Pandit Vishwa Mohan Bhatt graced



the occasion with his noted Mohan Veena and Danseuse Shovana Narayan with her Kathak dance in the evening of November 14, 2011. Mr. Deepak Dhamija, an alumnus of IIM Calcutta and a budding theatre



personality, performed a drama with his troupe on November 15, 2011.

On the third day, November 16, 2011, there was a session “IIMC@50: The Felicitation” reminiscing about the Institute. The three-day event ended by honouring former Chairpersons of the BOG, former Directors, retired and former faculty members who had contributed significantly to build IIMC into an iconic institution in the field of management education.

Mr. Goutam Ghose, the famous Film Director, has been working on a documentary film on IIM Calcutta commemorating the Golden



Jubilee. A curtain raiser of the documentary film was scheduled on November 14, 2011. The film will be released later this year.

IIM Calcutta had chosen this occasion to institute the Distinguished Alumnus Award to honour select alumni who have distinguished themselves through their extraordinary achievements and immense contributions to society and thereby made the Institute proud. Distinguished Alumnus Award Committee chaired by the Chairman, BoG of IIMC and comprising members from inside and outside the Institute had decided the list of awardees for 2011 from amongst nominations received from various stakeholders, viz., current students, alumni, and the faculty.

The alumni who have been selected for the award have made outstanding contributions in the corporate arena; in academics; in government/ policy making; in the international



arena; and through their work in the NGO sector or philanthropy.

The following alumni have been named for the Distinguished Alumnus Award 2011 and many of them have received it in a solemn ceremony on November 15 and 16, 2011 : Prof. Dipesh Chakrabarty, Mr. D. Shivakumar, Mr. Malli Mastan Babu, Ms. Meena Ganesh, Prof. Mohanbir Sawhney, Dr. Ramachandra Guha, Mr. Sabyasachi Hajara, Mr. U. Shekhar and Mr. Vinayak Lohani.

GuruSpeak 2011 with Prof. Venkat Ramaswamy



GuruSpeak 2011, a full day advanced management workshop with Prof. Venkat Ramaswamy, was held in Kolkata on 26th November 2011 at the Taj Bengal.

Prof. Venkat Ramaswamy is Hallman Fellow of Electronic Business and Professor of Marketing at the Ross School of Business, University of Michigan, Ann Arbor, USA. He is a globally recognised thought leader, idea practitioner and eclectic scholar with wide ranging interests in innovation, strategy, marketing, branding, IT, operations and the human side of organisations.

He is a prolific author of numerous articles -

including the popular 2000 Harvard Business Review article 'Co-opting Customer Competence' and the 2003 MIT-Price WaterHouse award-winning Sloan Management Review article 'The New Frontier of Experience Innovation' (both co-authored with C.K.Prahalad), the 2009 Emerald Literati award-winning Strategy & Leadership article 'Leading the Co-Creative Enterprise', based on his new book 'The Power of Co-Creation: Build It With Them to Boost Growth, Productivity and Profits' (Free Press, October 2010; co-authored with Francis Gouilart).

His previous award-winning book in 2004, 'The Future of Competition' (with C.K. Prahalad) introduced co-creation as a revolutionary business concept. Prof. Ramaswamy is also a sought-after speaker and a mentor to global firms seeking to become co-creative enterprises. He has helped several organisations across the United States, Europe, Asia and Latin America conceive and execute new business ideas through co-creation and build capabilities for co-creation within organisations.

Seminar on “Towards Industrial Revival of West Bengal - New Directions and Policies”

IIM Bangalore and IIM Calcutta, in association with the Indian Overseas Bank, hosted a joint seminar in the IIM Calcutta campus from September 24-25 2011.

In its Golden Jubilee year, IIM Calcutta hosted a joint seminar with IIM Bangalore and the Indian Overseas Bank on “Towards Industrial Revival of West Bengal-- New Directions and Policies” during September 24-25, 2011. The seminar had a series of panel discussions and open sessions on substantive issues concerning the industrial revival of West Bengal. Leaders from government, industry, academia and practitioners participated in the session with substantial allocation of time for open discussions. The recent change of

government in West Bengal has opened an opportunity for academics and practitioners to reassess and propose new directions for the economic trajectory of West Bengal.

The seminar was focussed on the themes like Strategies for a Turnaround of the Industrial Economy of W. Bengal, the Human Resource Dimension—New Strategies for Health, Education and Employment, promoting SME and Traditional Industries, policies for Large Scale Industry—Towards Revival, Restructuring and New Beginnings, achieving Competitiveness in Services in Bengal—a Roadmap and expanding W. Bengal's Economic Linkages with the Asian Region.

15th SOM Conference on Sustainable Operations Management

In its golden jubilee year, IIM Calcutta in association with the Society of Operations Management (SOM) organized the 15th Annual International Conference during December 16 to 18, 2011 at IIM Calcutta campus in presence of Mr Shekar Viswanathan, Deputy Managing Director (Commercial), Toyota Kirloskar Motor as the Chief Guest. The objective of this conference was to disseminate knowledge and share new ideas and innovations in managing manufacturing and service operations for businesses as well as for governments, NGOs and other non-profit organizations.

The conference was attended by professionals, academicians and practitioners in the domains of Operations Management across the globe and chaired by Professor Balram Avittathur, Professor Saibal Chattopadhyay and Professor Subrata Mitra of IIM Calcutta. The theme of the 2011 SOM Annual International Conference was "Sustainable Operations Management." Sustainability or sustainable development is a much-discussed and significant topic of today in light of the increasing environmental degradation (global warming, depletion of the ozone layer etc.) and violation of human rights. Sustainable development is defined as the development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Sustainability has three dimensions: economic, social and environmental. While economic viability is necessary for an organization to survive, it is not sufficient to sustain the organization in the long run if it causes irreversible damages to the ecosystem by way of emitting greenhouse gases and toxic

wastes and depleting non-renewable resources or it fails to ensure safety, security, dignity, healthcare, minimum wage, indiscrimination and better working conditions for its employees, the community and the society in general. Hence, it has become imperative for any organization to behave in a socially and environmentally responsible manner while trying to achieve its economic goals.

The topics of the conference were : Sustainable Operations Management, Reverse Logistics; Closed-Loop Supply Chain; Green Supply Chain, Interfaces between Operations Management and Finance/Marketing, Role of Information Technology in Operations Management, Manufacturing and Service Operations Management, Manufacturing and Service Operations Strategy, Inventory Control and Materials Management, Logistics and Supply Chain Management, Quality Control and Six Sigma, Procurement Management, Technology Management, Project Management, New Product Development, Productivity and Benchmarking, Decision Support Systems, ERP and E-Commerce, Optimization Techniques and Applications/Case Studies.

Best Research Paper by our Alumnus

Prof Kanchan Mukherjee of IIM Bangalore who is an alumnus of IIM Calcutta has been awarded with the Hillel Einhorn New Investigator Award 2011 for his research paper. The Award was presented to him at the annual conference of the Society for Judgment and Decision Making in Seattle in November.

The first ever Joint India Finance Conference 2011



IIM Calcutta in association with IIM Bangalore organized the first ever Joint India Finance Conference at IIM Bangalore during December 20-23, 2011. The Conference 2011 was attended by the academics, researchers, doctoral students and practitioners across the country and abroad in all areas of finance. The topics included Asset pricing, Market volatility, Financial institutions, Financial innovation, Financial risk management, Operational risk and regulations, Investment management, High frequency finance, Financial econometrics, Capital structure and dividend policy, IFRS and reporting trends, Value creation and value based management, Corporate Governance, Financial crisis and Financial and Economic development.

Reminiscence 2011



The students of IIM Calcutta once again welcomed back its silver jubilee alumni (batch of 1986) with open arms as Reminiscence 2011 was held on the 24th and 25th of December on the sprawling lawns of the Joka campus. The two-day celebrations witnessed a mix of performances including a play by the dramatics club, interactions, parties, and an alumni Vs students cricket match, all topped off with a healthy dose of nostalgia.

Awaited eagerly by the students, the faculty and the alumni alike, Reminiscence is an annual event at IIM Calcutta where the alumni return to campus after 25 years to re-bond, recollect and to reconnect. This time, it was the turn of the 21st batch to grace the campus, as the student council and the alumni cell worked hard to ensure that the venerable CXOs, Entrepreneurs, and academicians alike had the most memorable two days of their lives. Among them were Sunil Gupta (CEO, AVIS India), Srivatsan Rajan (MD, Bain and Co, India), Suhas Bhide (GM, IBM India), Sudhir Bapat (Regional Head, Sobha Developers) and several others with glittering careers and many feathers on their caps.

Although it is the Silver Jubilee alumni who are the official guests, the two-day event also saw recent batches turning out in huge numbers, citing "We are coming back home" as one of the many reasons. The tradition was preserved this year too, with the event seeing participation from almost 120 students from the batches of 2011 and 2010.

The event came to a close in the early hours of 26th December, after a bonfire party and a night long performance by JBS, the official band of IIMC.

All about the new faces at IIMC

A special luncheon get-together for all the faculty and officers was organized in the presence of the Director, Professor Shekhar Chaudhuri, and the Dean (PI), Professor Sougata Ray, on Wednesday, July 6, 2011 at Tata Hall to formally welcome all members of the faculty and officers who have joined the Institute during the last one year. This occasion gave an opportunity for the newcomers to meet and interact with their colleagues who have been with the Institute for a longer time.

Paper Contest won by our Librarian

The paper entitled: Exploring the Notion of Contextual Use: A Case Study of the Use of Electronic Resources in an Indian Research Organization" presented by Ms Swati Bhattacharyya, Librarian to the ASIS&T International Paper Contest has been selected as the third place winner of the contest at the 2011 Annual Meeting Bridging the Gulf: Communication and Information in Society, Technology, and Work at New Orleans, LA during October 9-11, 2011.

Paper presentation

Biswajit Saha, Sr. Asstt. Librarian attended the conference; "Strategies for Managing Libraries in the future" held at IIM Ahmedabad during December 7-9, 2011 and presented his paper, "Application of Radio Frequency Identification Technology in Library & Information Centres". Mahesh Patnaik, Asstt. Engineer – Civil has attended the 26th Indian Engineering Congress held at Bangalore

during December 15 – 18, 2011 and presented his technical paper, "Sustainable building concepts and its development in India – need of the hour"

Hindi Fortnight 2011

Hindi Fortnight was celebrated during September 14-28, 2011 in IIM Calcutta to mark the importance of Official Languages and the progressive use of Hindi. Director Prof. Shekhar Chaudhuri inaugurated the event and encouraged the staff to participate in large numbers. Various competitions like General Knowledge Quiz in Hindi, See the Picture and Make Hindi Sentences, Speak on any topic of choice in Hindi, Write as many words as possible in Hindi in 15 minutes, for the staff and Hindi Jam, Hindi Debate, Hindi Antakshari etc. for the students were organized to create awareness and a conducive atmosphere for the propagation of Hindi. Acting Director Prof. Anup Kumar Sinha, GM (OD &ADMIN), Mr. Vibhas Gupta and CAO, Mr. Alok Chandra graced the occasion during the valedictory session.

Track Event won by IIMC staff



Shri Biplab Chakraborty, Executive Assistant (Personnel section) had participated in the track event of 800 meters and 1500 meters run of the 27th

State Masters' Athletic Championship of Masters' Athletic Association of West Bengal held during December 24 and 25 at Kanchanjanga Stadium, Siliguri. He stood 3rd in both the events.

IIMC's New Web Portal launched



In its golden jubilee year, IIM Calcutta presented a whole-new state-of-the-art web portal for its users, registering its facelift in the cyberspace. The new web portal was launched officially on June 3, 2011. The web portal provides the different stakeholders like Faculty, Alumni, Students, External Organisations and Staff with their own login. The link to the new web portal is <http://www.iimcal.ac.in/>. There are wide ranging features available which are specific to the user groups like Course web for the faculty, Networking facilities with co-alumni for the Alumni, Leaves and course registration for Students, Batch Profiles for external companies for placements and internal workflow for Staff like booking of Tata Hall, Auditorium etc among others. Apart from the user group other specific features are provisions for facilities like Chat, Forum and

Discussion boards for cross user group interactions.

The new web portal was developed with an all-out support from the IIMC community with a single-minded objective to present a world-class web portal during the Golden Jubilee celebration of the institute. It took almost four months to complete this web portal with thorough interactive sessions by the different user groups at various

stages of its development. The just passed out PGP student community who graduated in April 2011 and a special contingent from the Internet Solutions Group, an in-house students' community who is the web solution provider for the Institute took a pioneering role to make this project a grand success. The institute hired professionally-managed IT Software companies for the project. SkyTECH Solutions was responsible for project management consultancy while Web Spiders did the development and implementation.

The home page of the new web portal includes important links like organized Campus Tour, Gallery of photographs of various important events, Videos of important events and interviews etc and Faculty resources. The Video Gallery currently has six videos on relevant topics.

Primarily the home page would also feature three important sections, which are News, Events and Announcements. The section on news would feature the latest news on IIM Calcutta in various media outlets. The section on events would give a glimpse on forthcoming events which will take part in the campus and the announcements section will feature all kind of announcements like admissions, recruitment, tender etc. By default the current news, events and announcements would be featured in the home page, however the older ones will go to the archive. The web portal

also has links on social networking websites like Facebook, LinkedIn, Twitter and YouTube.

The new web portal is aesthetically rich with proper application of colour and font and the photography is simply superb. The entire photography has been executed by the Lake Side Lenses, a student-run photography club of IIM Calcutta. The campus photographs include the new infrastructure which is ready for the students of the new batch. Overall the new web portal is more informative and entertaining than the old one. In its Golden Jubilee Year this is a gift from IIMC!



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