

EDITORIAL

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The first six months of the Academic Year have been hectic ones for the Institute. The Annual Convocation on April 4, 2015, was almost immediately followed by the commencement of two one-year diploma

programmes, the Post Graduate Programme for Executives (PGPEX) and the Post-Graduate Programme for Executives for Visionary Leadership in Manufacturing (PGPEX-VLM). In June the 52nd Batch of the Post-Graduate Diploma Programme in Management (PGDM) joined their two-year programme at the Institute. Mr.T.V.Narendran, an alumnus of the Institute, and Managing Director of Tata Steel was the Chief Guest at the Fresher's Welcome function this year. This year also marks the start of a new programme, the Post-Graduate Diploma in Business Analytics (PGDBA). This programme is being offered jointly by IIM Calcutta, the Indian Statistical Institute (ISI) Calcutta and IIT Kharagpur.

The Annual Convocation this year was a memorable occasion for the Institute community for a number of reasons. The 50th Batch of the PGDM programme received their Diplomas at the Convocation, marking the Golden Jubilee of the programme. The Chief Guest at the Convocation was Ms. Indira Nooyi, CEO of PepsiCo, and one of our most celebrated alumni. The day also saw the inauguration of Kayaking facilities on one of the lakes on campus, marking the return of boats on the lakes after a gap of over three decades. Ms.Nooyi's Convocation Address, which emphasized the importance of life-long learning, the need for firms to make a positive impact on society and the critical role that family support plays in one's career was an inspiring one and occasioned numerous headlines in the print and electronic media almost immediately after it was delivered.

September saw the publication of this year's Financial Times Master in Management (MiM) rankings for Masters programmes where prior work experience is not a criterion for admission. The PGDM programme was once again ranked among the top twenty MiM programmes in the world. Though our rankings have slipped this year, we continue to remain at the top in the Careers Ranking for the third year in a row. Our participation in international rankings and the international accreditations that we have secured have enabled us to better understand where we stand globally in terms of our programme offerings.

This issue of *Sandesh* provides a glimpse of the various academic as well as extra-curricular activities and achievements of the Institute community in the first six months of this academic year. Campus life remains as vibrant as ever. With the advent of winter the pace of activities accelerates considerably. The next six months show signs of being even more hectic and the next issue of *Sandesh* will undoubtedly reflect the outcomes.

Until then...Happy Reading.

Biju Paul Abraham

Dean (Academic)

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FT RANKING

Global Management Rankings

IIM Calcutta ranked among top 30 B-schools in the world in the prestigious Financial Times (FT) Masters in Management Rankings 2015

IIM Calcutta, has been ranked among top 20 B-schools in the world in the prestigious Financial Times (FT) Masters in Management Rankings 2015 released on September 14, 2015. The FT Masters in Management Rankings 2015 contains 80 top ranked B-schools in the world.

IIM Calcutta was ranked 16th this year. The 3 years' average ranking of IIM Calcutta, according to the FT Ranking 2015 remains at 16th position.

The CEMS Master's in International Management, of which IIM Calcutta is a member, has climbed to the 4th position – up one from last year, and three positions higher than its 2013 ranking. CEMS is a global alliance of 29 of the world's leading business schools and universities which, together with the support of nearly 70 Corporate and four Social Partners, offer a Master's in International Management program to over 1,000 students worldwide. IIM Calcutta has been part of the CEMS Global Alliance for the past three years and is the only Indian member of this global alliance.



Another silver lining is that IIM Calcutta maintains its 1st position in terms of Careers which is calculated on the basis of alumni seniority and their company's size in terms of number of employees worldwide. IIM Calcutta has been consistently ranked first in the Careers Rank in 2013, 2014 and 2015. Laurents Ortman of the FT says '(IIM) Calcutta's graduates work mainly in three sectors dominated by multinationals: IT/software/telecoms, finance/banking and consultancy. Two-thirds of Calcutta graduates work in companies with more than 5,000 employees compared with just under half of all graduates on average' (FT Business Education, Masters in Management Ranking 2015, September 14, 2015, p.24).

A few of the key parameters of other IIMs in the FT ranking 2015 are given below :

Students enrolled 2014-15	Ranking position in 2015; 2014 2013	Salary in US\$	Career rank	Placement success rank	Women students (%)	Faculty with doctorates	Course fee (Rs. in lacs)
IIMC-462	16, 13, 19	93122	1	4	25%	99%	16.50
IIMA-394	15, 16, 18	99049	3	2	29%	100%	13.75
IIMB-406	26	92565	2	15	23%	99%	25.00

Ever since 2003, IIM Calcutta has taken various initiatives to improve its position globally. These include,

- Acquiring international accreditation from global accreditation agencies like AACSB and AMBA
- Continuous revision of the curriculum to increase international content
- Increasing number of International Student Exchange Programs

- Providing greater support to faculty to participate in international conferences, and
- Increasing number of visiting faculty from abroad to teach in diploma programmes

Participation in global rankings has been useful since it enables us to assess our performance in comparison to other top rated B-schools worldwide.

EVENTS

The 50th Convocation



The 50th Convocation Ceremony at IIM Calcutta was a heart-warming occasion. The graduating students of the Graduate Program, Fellowship Program, PGPEX and PGPEX-VLM were present at the 50th Annual Convocation ceremony on April 4, 2015 with their parents beaming with smiles on their faces and pride in the hearts as they took a step towards their new exciting life.

Addressing the 50th convocation of Indian Institute of Management, Calcutta (IIM-C), Indra Nooyi, one of its most celebrated alumni, advised the students to “learn, earn and return simultaneously.” Nooyi visited her alma-mater for the first time after she was elevated to the post of Chairman and CEO of PepsiCo. With a speech filled with stories about her days as

an IIM-Calcutta student, Nooyi did point out that while aiming for long-term goals was more important; short-term performances cannot be overlooked.

Referring to the corporate world, Nooyi said businesses today are largely evaluated on their short-term performance be it quarter-to-quarter or year-over-year. But, the most successful companies aren't those that shine brightly for a few quarters and then quickly burn out.

“The most successful companies are the ones that create value over the long term for employees, shareholders, and greater community. Performing in the short term is important because you won't make it to your long-term goals if you don't deliver results day-to-day.”





The other part of Nooyi's speech focused on community development; including contributing towards the nation's development. "To make a lasting impact, you must give as much as you have received," she said adding that the batch was graduating with the skills and insights that was required for India to "unleash its massive economic potential".

"You have the knowledge and vision to identify new and unconventional solutions to old policy problems that stifle development. You can be the force that moves India to capitalize on centuries of potential and take its rightful place as a leader among nations," she said.

She emphasized that students will be in charge of their own learning, and it's a responsibility they must not take lightly. Perhaps her most important piece of advice was, "You know a great deal, but there is far more you don't know. So stay humble. Be curious. Read voraciously. Volunteer for hard assignments and be ready and willing to learn as you go."

The higher you ascend, the more weight your decisions carry, and the more you have to learn. She

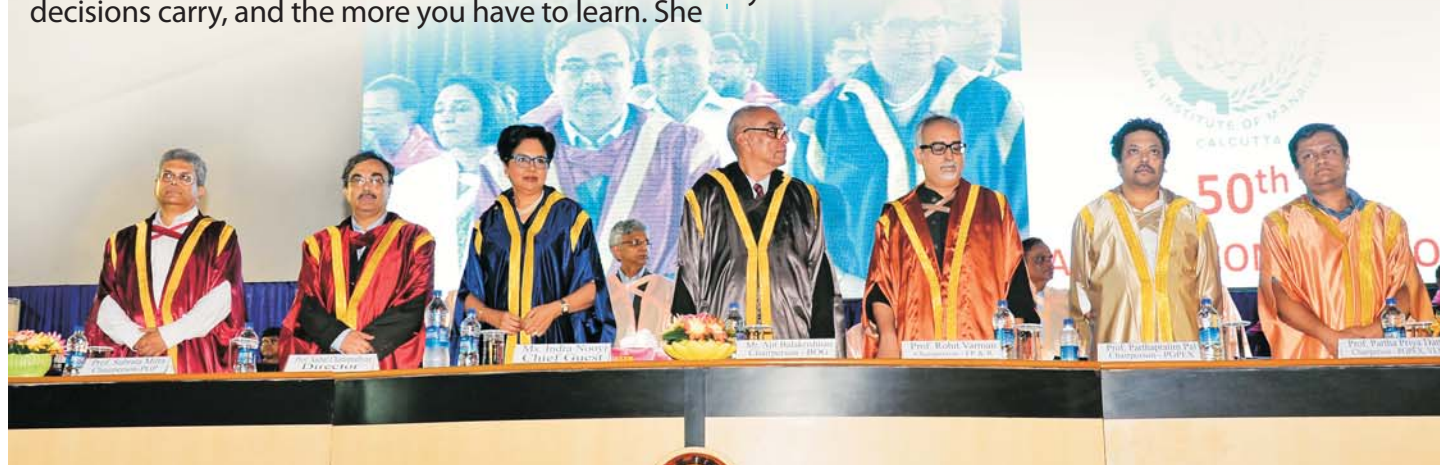
emphasized that she has been a lifelong student. Performance with Purpose is the legacy she hopes to leave behind, and urged all to start having theirs. Few people in this world are remembered for earning lots of money. So she challenged the students to think bigger. Quoting Henry Ford, "A business that makes nothing but money is a poor business", she added, "To make a lasting impact, think big, and build your life around long-term values, not just short-term value". Her final advice to the outgoing batch, however, was to express gratitude to their parents.

Ajit Balakrishnan, Chairman of the Board of Governors in his speech highlighted the research contributions of the faculty and said, "This past year, IIM Calcutta faculty and doctoral students produced 207 working



papers, book chapters and peer-reviewed journal papers, a total of 3000-odd pages, which bound into books of an average 200 pages would total up to 15 books."

The Director, Professor Saibal Chattopadhyay in his report to the Convocation highlighted the major achievements of the Institute during the academic year 2014-15.



The 17th Lecture of the Institute Lecture Series



World Bank Country Director, Onno Rühl delivered a lecture on "India's Key Development Challenges : Social Inclusion, Economic Integration and Spatial Transformation" at IIM Calcutta on August 21, 2015. Mr. Onno Rühl, a Dutch national, took over as the World Bank's country director in India on September 3, 2012. Before his current assignment he was the director for Operations Services and Quality in the World Bank's South Asia Region where he was responsible for quality assurance, development effectiveness as well as core fiduciary functions for the Bank's \$38 billion South Asia portfolio. Mr. Rühl has also served as the World Bank's country director for Nigeria.

Mr. Rühl's talk focused on India's poverty and how India could meet the World Bank goal of eradicating poverty. India, home to one third of the world's poor, is a major challenge in the world's fight against poverty, which is the World Bank's main mission. He said that recent work on increasing access to education for India's children and improving watershed management practices in many arid regions of the country has been very valuable.

However, it is also important to realize that India still has large numbers of people in poverty, mothers and children in need of health care and other key Millennium Development Goals (MDG) to fulfill. It also has huge needs in developing infrastructure.

While the country has made great progress, he said the challenge was to sustain growth. He pointed out that countries that have managed to eliminate extreme poverty have seen a 30-year period of strong growth. India needed to explore ways to capitalize on its demographic dividend and ensure adequate energy resources and water for its economy to grow at a rapid pace, a key necessity to eliminate extreme poverty. India has made major progress in reducing poverty, but still has a long way to go, with 200-300 million still poor.

According to him one of the main drivers of upward mobility is the increase in number of non-farm jobs in rural India. Between 2004-05 and 2009-10, 15 per cent of India's population, or 40 per cent of the poor, moved above the poverty line. In the same period, a sizeable portion of the poor and the vulnerable - over 9 per cent of the total population or about 11



per cent of the poor and vulnerable - moved into the middle class. However, over 9 per cent of the total population, or about 14 per cent of the non-poor group, slipped back into poverty, revealing the greater risks faced by the vulnerable and even the middle class than in other countries. Also according to him urbanization is reducing inequality, not increasing it. The World Bank has shifted its programs into lower income states where more work to deal with the problems of rapid urbanization is being undertaken.

In terms of regional imbalances that affect India, Western India generally does well economically and the eastern part lags behind despite huge mineral resources. He felt that mineral wealth itself might have contributed to the problems of the region. Natural resources sometimes lead to lax fiscal discipline. Countries and regions that have no resources often are forced to innovate to grow. One of the most industrious countries that he has ever worked in was Armenia which had almost no natural resources. They were industrious because they have no choice but to be industrious.

Comparing social indicators of India and Africa, he said that people always overestimate how rich India is. India is in the same per capita bracket as Nigeria,

Ghana and Kenya. Many assume that India is developing fast because of relatively high rates of economic growth and scientific achievement such as Mangalyan. But the truth that has to be recognized is that some of India's human development indicators are very poor. The biggest problem is malnutrition and the resultant stunting which must be a national priority to resolve. The second is sanitation where India fares worse than Bangladesh.

Mr. Rühl stressed that India, with its 1.2 billion population, will need to take steps to bring more women into the workforce. More than 50 million women in the 15-24 age group are neither in school nor working. It is human potential lost. According to him, a society needs to be aspirational for it to progress and women need to be an equal part of it. Girls are tremendously aspirational. But in India the likelihood that a girl will realize that aspiration is exceptionally low by international standards. In South Asia, only Afghanistan and Pakistan show lower figures.

Mr. Rühl concluded by exhorting students to play their part in improving women's participation in the workforce. He suggested that at least once in their career they should hire a woman who is pregnant if she is qualified. That would be transformational in the sense that it can change perceptions in an organization regarding a disadvantage that women are supposed to have in getting employment. Doing unexpected things is a good way to change the perception of people about social, cultural and behavioural issues. It is not enough to remain in the comfort of believing something without actually doing something about it.



Freshers' Welcome Function



The Freshers' Welcome Function for new PGP students was held on Friday, June 19, 2015 at 4:00 pm in the Institute's Auditorium. Mr. T.V. Narendran, Managing Director of Tata Steel, was the Chief Guest in the above Function. Earlier, during the week-long orientation session the students had Interactions with the Academic Groups, Chairpersons of CDP (Career Development & Placement Committee) & SACs (Students Affairs Committee). Sessions on Gender Sensitization, Plagiarism, Entrepreneurship

and Sensitization towards Equal Opportunities were also conducted during the orientation week. A 'Know Your City' session was also organized to introduce new students to the city of Kolkata.

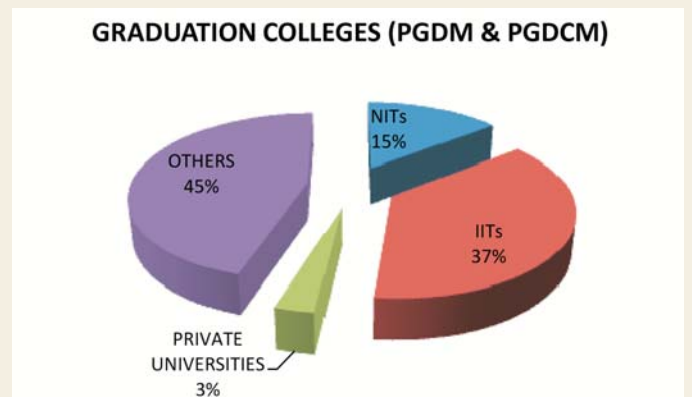
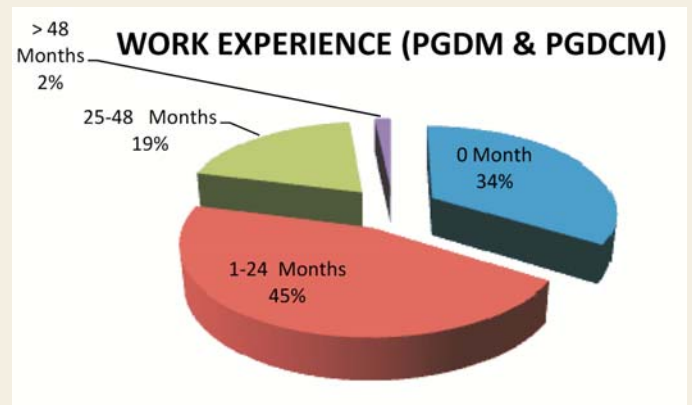
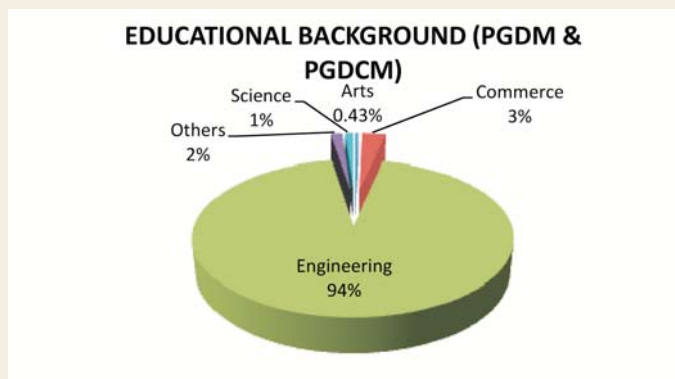
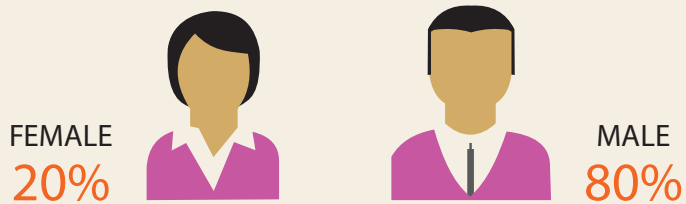
The Freshers' Welcome Ceremony for the PGPEX students was held on April 24, 2015, where the 9th batch of PGPEX was given a glimpse of the wonderful life at the institute. FP Freshers' Welcome was held on Wednesday, July 22, 2015 at 4.15 pm in L-3.



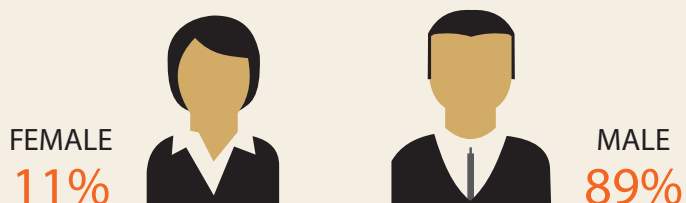
Batch Profile

PGP 52nd Batch

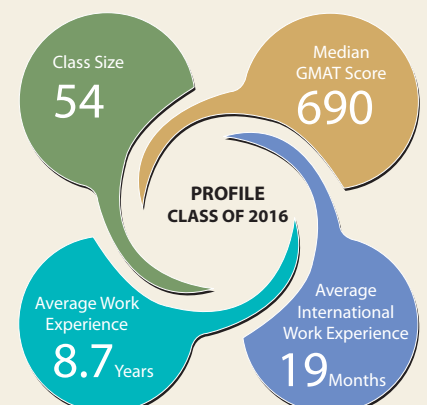
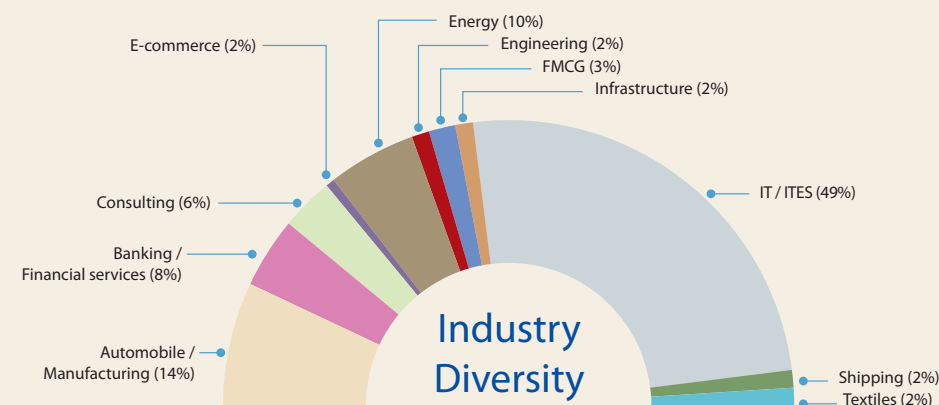
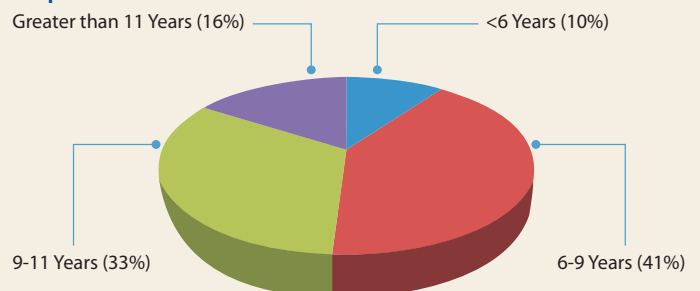
No. of Students	463
PGDM Students	461
PGDCM	2 Repeaters



PGPEX 9th Batch



Experience



PGPEX-VLM 9th Batch

No. of Students	39
No. of Girl Students	4
Average Age	25
International Experience	33% of the batch in 10+ Countries
Average Work Experience	5 years 7 months

Post Doctoral Research Fellows

Economics

Rajit Biswas, ISI Kolkata
Work Exp. 1 Year

Public Policy and Management

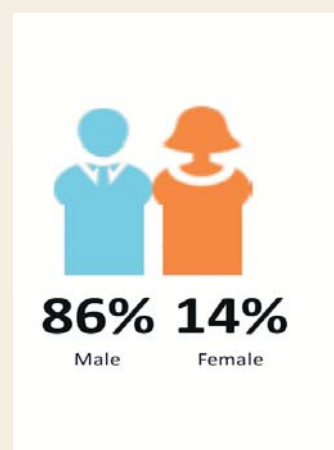
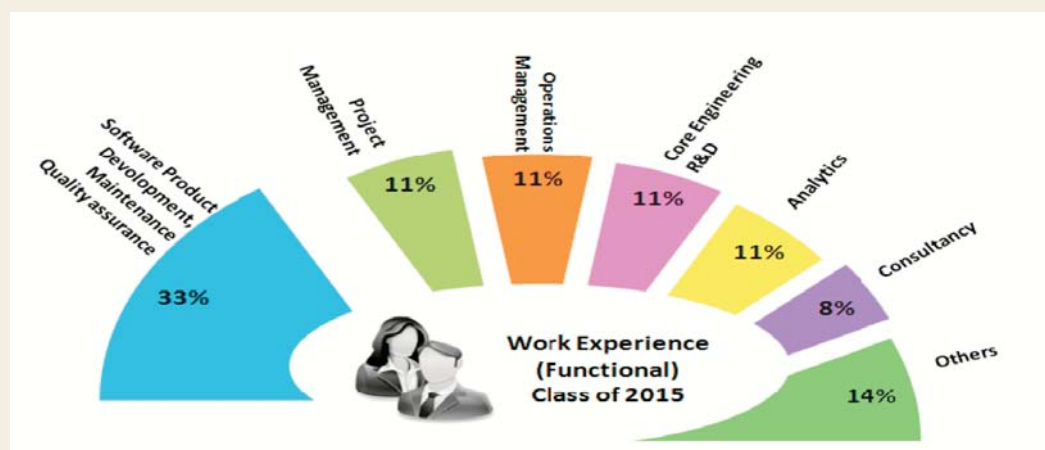
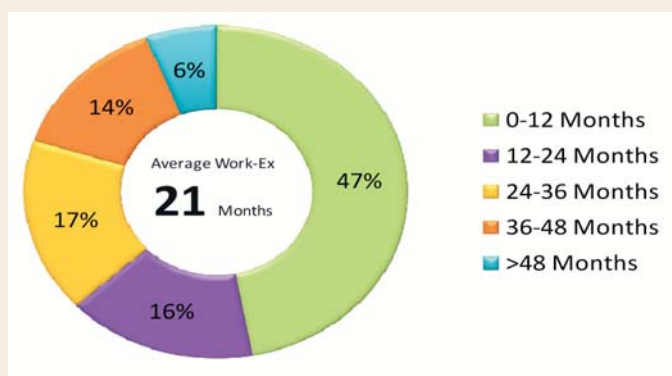
Niloshree Bhattacharya
University of Hyderabad

Fellow Program Students

OM	MIS	ECONOMICS	PPM	HRM	MARKETING	F & C	MIS	BS
SUBHASIS MISHRA	RISHIKESAN PARTHIBAN	SWATHY-SREE SS	PRIYANSHI GUPTA	SHALINI	KUMAR SHRESHTHA	VAANCHITHA KALYANA RAMAN	SUBHENDU NASKAR	VIVEK G NAIR
SOMU GORAI	PRATIK TARAFDAR	NANDURI KRANTHI				PULKIT TALUJA	SANKHA-DEEP BANERJEE	HIMANSHU RAJORA

PGDBA 1st Batch

No. of Students	51
Average Age	24
Industries Represented	11
Sectors Represented	8



ACADEMIC EVENTS

International Conference on Managing Critical Resources: Food, Energy and Water



The International Conference on Managing Critical Resources: Food, Energy and Water was held at IIM Calcutta on April 9-11 2015. The opening remarks were by Professor Anup K. Sinha, followed by the Keynote address on "Third Industrial Revolution: Role of New Renewables in India" by Professor Ramprasad Sengupta, Professor Emeritus of Economics, Center for Economic Studies and Planning, School of Social Sciences, Jawaharlal Nehru University, New Delhi. Paper presentations on two

tracks namely, Critical Resources and Ecosystems and Food Security were chaired by Professor Parthapratim Pal and Professor Biju Paul Abraham respectively.

On 10th April 2015 a Panel Discussion on "Managing Critical Resources: Food, Energy and Water – Global Trends" was moderated by Professor Joyashree Roy (Jadavpur University) followed by tracks on Food Security, Energy and Water, Agriculture chaired by Professor Sumanta Basu, Professor Manish Thakur and Professor Kalyan Sankar Mandal.

On 11th April paper presentations on Agriculture Track was chaired by Professor Devi Vijay. This was followed by the valedictory address on "Economic Growth Versus Climate Balancing: Some Reflections on the Sustainable Management of Forest Resource in India" by Professor Sarmila Banerjee (Rajiv Gandhi Professor of Sustainable Development, Calcutta University).

The conference ended with a Vote of Thanks by the Conference Coordinator Professor R. Rajesh Babu.

One Day Workshop on "Teaching Business Ethics"

A Work Shop on Teaching Business Ethics was held on 29 May 2015 organized by Prof. Nisigandha Bhuyan. The workshop was designed to develop teaching acumen in business ethics for young scholars who were either teaching at management institutes or are planning to join as faculty. The focus of the workshop centered on the deliberation of the challenges ranging from curriculum design to effective delivery with special emphasis on

teaching methodology. The workshop provided the participants the tools to navigate these challenges and teach in a more effective manner, and also drive their commitments to ethical decision making. For the sake of effectiveness, the number of participants was only 30. This is an earnest attempt to explore the possibilities of improving the research and pedagogy of ethics in management schools.

World Bank - IIM Discussion Series

"Augmenting waterways and Intermodal transportation in India"

The 1st World Bank-IIM Discussion series was held on Saturday, August 8, 2015 and was organized by the Public Policy and Politics Special Interest Group of IIM Calcutta. Mr. Arnab Bandyopadhyay, Senior Transport Engineer, World Bank India Country Office was the lead discussant. He is also the Road safety Coordinator for the India Transport program, currently the largest transport program (in a single country) of the World Bank. His geographical work exposure includes Bangladesh, India, Kenya, Malaysia, Rwanda, Tanzania, Thailand, Yemen, Sub-Saharan Africa.

The World Bank Group's initiative is the Partnership Strategy for India (2013-2017) which will help India lay the foundations for achieving "faster, sustainable, and more inclusive growth" as outlined in the government's 12th five year plan. In view of this initiative, the subject for the day was "Augmenting waterways and Intermodal transportation in India".

Mr. Arnab's started off by elucidating the advantages of Inland Water Transport (IWT), which is globally

recognized as one of the most energy efficient and environment friendly mode of transport and then went on to discuss the potential of intermodal transport and freight logistics.

He exhaustively compared the condition of Indian inland waterways with rail and road transport in India and also with inland waterways in countries like USA, China and Bangladesh giving the students an insight about the opportunities that exist in India. He discussed the financing, funding and technological constraints giving examples of the inland waterways of the Port of Liverpool and the Yangtze River, China.

The discussion of potential plan outline on NW1 and NW5 to move 50 MMTPA of coal was especially insightful since it highlighted the potential of IWT. He encouraged students to conduct research and innovate in these unexplored areas of management. The session ended with questions from the students on sustainability, security measures, government policies and other issues related to inland waterways. The "Haldia port" was also discussed by Mr. Arnab and the students in great detail.

STEP Program

The STEP program helps students get a global perspective by providing opportunities to spend a term at a foreign university with which the IIM Calcutta has a memorandum of understanding. This year 92 students of whom 17 were girls, have gone to various foreign universities to learn and interact with students from various cultures.

The exchange program enables overseas students from prestigious partner business schools to experience first-hand and share ideas, insights and experiences with the IIM Calcutta community. IIMC currently has a list of 68 partner schools spread over

USA, Europe and South-East Asia. The newly signed partnerships are with University of Strathclyde, and University of Lausanne. It is planned to enter into partnerships with many more universities in the near future. IIMC is also planning to emphasize faculty exchange, collaborative research, seminars, workshops, conferences etc. with partner institutions from now on, to carry the level of engagement with partners to a deeper level. In the academic year 2015, around 65 exchange students of whom 21 are girls, visited IIMC in Term V.

Under these circumstances, it becomes imperative to understand operations and supply chain issues of organizations from an environmental perspective; understand factors that are influencing companies to undertake green initiatives and the benefits they derive from them. This seminar, looked to address some of these issues.

On the final day the student groups presented their assignments given by Prof. Debabrata Ghosh, on which they were evaluated. The BS ended with students going for a guided city tour.



PGDBA 1st Batch Orientation



Orientation programme of the PGDBA Program was held at IIM Calcutta from June 22 to June 27, 2015. During this week the students were addressed by the Directors, Deans and eminent professors of the three participating institutes, namely IIT Kharagpur, ISI Calcutta & IIM Calcutta. The students were given information about the city of Kolkata and interacted with members of the different departments of IIM Calcutta (e.g., Library, IIMC Innovation Park etc.). On one of the orientation days, IIMC BoG Chairman, Mr. Ajit Balakrishnan interacted with the students.

During the orientation, they had industry interactions with several stalwarts from the analytics industry like- Mr. Sudipto K. Sen of SAS Institute India who was the Chief Guest of Honour. Other guests included Mr. Kajal Ghose, CGM SBI, Mr. George Thakkekara, VP of American Express, Mr. Murali Krishna, GM Microsoft IT India, Mr. Prakash Shah, head of Business Intelligence and Analytics Center of Excellence, TCS. The students also travelled to ISI Kolkata and IIT Kharagpur during the week.

The classes for PGDBA commenced on June 29, 2015. The subjects that were taught during this period included: i) Organisational Behaviour, ii) Financial Management, iii) Marketing Management and iv) Contemporary Business Analytics.

Representatives from AMEX conducted a one day workshop on July 13, 2015 for the PGDBA students and arranged some competition in the area of business analytics. The pre- semester examinations were completed by July 17, 2015 and the students moved to ISI Kolkata on July 20, 2015.

At ISI Kolkata, the students are currently undergoing their 1st Semester classes from July 21, 2015 and the classes are likely to be held till November 13, 2015 and the 1st Semester exams will be completed by December 18, 2015. The courses that the students are currently studying at ISI Kolkata include i) Stochastic Processes and Applications, ii) Statistical Structures in Data, iii) Inference, iv) Computing for Data Sciences and v) Fundamentals of Data Base Systems.

The students will attend their second semester classes at IIT Kharagpur, from first week of January 2016 and will continue till May 2016. From June 2016 the third semester classes will be held at IIM Calcutta till October 2016 followed by six months industrial training from November 2016 to April 2017 and final placement.



International Immersion Program in Germany

This year, 28 PGPEX students went for a two week long international immersion program in Germany. The program theme was based on “Doing Business in Germany” and coordinated by Mannheim Business School- the leading business school in their country. It provided students an opportunity to understand key managerial and business aspects in the different economic environment of the European Union.

For a broader and deeper understanding of students, the program was structured around class room sessions and industrial visits reinforced through academic discourse by highly qualified faculty of international repute and experiential learning through on-site visits and interactions with industry professionals. The design and delivery of the content helped students develop an understanding about economic, cultural, and geo-political drivers behind countries integral to European economy.

The students got opportunities to visit several very important industrial units and commercial institutions of Europe. Be it German Central Bank or global giant Mercedes (Daimler AG), SAP- the invincible leader in IT or BASF – the pioneer in process industry , or Innovative company like Hager or a hidden champion Kärcher, it was a truly unique experience for students at each of these sites. It provided an insight into German business practices, organizational work culture, level of technological adoption in German organizations, and innovative approaches these organizations employ to resolve complex challenges. Thus, students could develop an understanding about the factors that helped these organizations maintain a competitive advantage through long-standing strategic positioning and operational efficiencies.



The interaction with German business leaders and networking event with students further provided an opportunity for peer learning and building a strong relationship with these professionals. Through such activities PGPEX students could understand some finer socio-cultural aspects of “Doing Business in Germany”.

Moreover, the contemporary business management practices make it imperative upon the budding industry leaders to evolve a global outlook and greater understanding of work environment in diverse cultural settings. So, in line with this requirement, the immersion program serves a great deal to sensitize students about broader cultural issues in business and will go a long way in helping them emerge as successful leaders in industry.



Immersion Program PGPEX 2015-16 Batch: Foster School of Business, US



Students learned about the path trudged by some famous American companies, and the tactical and strategic advances that lay ahead for these giants.

Takeaways of Immersion Program:

- Very well structured program
- Great learning experience – both inside class and in industry visits
- Visit to companies were very well organized and exposed us to industrial aspects that we can relate to class room studies
- Very relevant case studies and well taught. The teaching method of case studies exposed us to innovative ways of tackling case studies and analyzing different situations.

Twenty six of the PGPEX 9th batch students went to the University of Washington Michael G. Foster School of Business, one of the prominent business schools in the US. It is located in Seattle, a beautiful coastal city home to many leading manufacturing and technology companies. Seattle is surrounded by beautiful mountains, water and evergreen forest. The two - week immersion program exposed the PGPEX students to leadership and strategy traits, very relevant for future managers and entrepreneurs.

The Immersion program was centered around Global Leadership and Strategy. The program was designed to give students a holistic view of leadership & strategy in today's dynamic environment. There were sessions and case studies on global strategy. Right from basics of strategy to strategic implications of ever changing business dynamics were covered in these sessions. Emphasis was to showcase how popular American companies are shaping their strategies to maintain their competitive edge and exploring the new avenues opened by globalization.

- Reading material was given in easy to carry folders and reflected the good organization arrangements. Pre reads were also very relevant to the program
- Classroom activities related to innovation and decision making brought in additional inputs into classroom teaching.
- Exposure to a different country's cultural and economic environment.

The immersion program proved to be a very effective way of knowing about new country and global companies.



Seminar by Boria Majumder on Sports and Entertainment Marketing

Boria Majumder, the author of Sachin Tendulkar's *Playing It My Way* visited IIM Calcutta to deliver a guest lecture on Sports & Entertainment Marketing.

He raised the question of India cannot make a football team that is worth qualifying at the FIFA World Cup. The answer he says lies in ideology and not talent. India hasn't been exactly successful in developing a sports culture. Media plays a crucial role in shaping the ideology of the masses. Media has an important role when it comes to inculcating a sports culture in the country.



"Why is it that when you read about the London Olympics you read success stories, while all you remember from the Indian Commonwealth Games are scams?" he asked to make the point. Media, which by definition is supposed to be the reflection of the society, does go on to define the way society thinks or behaves. Hence the media carries a very important responsibility on its shoulders.

He discussed the issues that need to be addressed if India is to become strong in sports and games.

Mr. Majumdar also spent time sharing the journey that he and Sachin Tendulkar had been through in writing the book, '*Playing It My Way*'.

Summer School in Empirical Finance and Accounting Research

The Financial Research and Trading Laboratory (Finance Lab) hosted the first Summer School in Empirical Finance and Accounting Research during May 1-9, 2015. The primary objective of the summer school was to help improve the quality of research in empirical finance and accounting in India. It was designed to walk through ten classic papers published in top journals to understand 'the art of writing' high quality papers and in the process learn some solid research methods.

The format of the summer school was more towards 'learning by doing' with speakers mainly acting as facilitators. The objective was that at the end of the nine-day summer school, there would be ten papers ready at the initial draft stage with pilot results. The objective was achieved through lectures,

presentations, project work, plenary discussions, and software access. The topics covered were Investments, Market Microstructure, Asset Pricing, Earnings Quality and Capital Structure. Forty participants attended the Summer School 2015. Seventy percent of the participants are faculty members in various Management Schools in India, including IIMs and IITs. Overall it was an immensely successful event.



Emerald Citations of Excellence for 2015



Professor Rohit Varman's paper "Conflicts at the bottom of the pyramid: Profitability, poverty alleviation, and neoliberal governmentality", *Journal of Public Policy and Marketing*, 2012, has been selected as a winning paper in the prestigious Emerald Citations of Excellence for 2015.

Student Activities

Interaction Session with Nawazuddin Siddiqui, Radhika Apte and Ketan Mehta

A interaction session with star cast & crew of the Bollywood movie '*Manjhi: the Mountain Man*' - Actors Nawazuddin Siddiqui, Radhika Apte and Director Ketan Mehta was held on 10th August 2015, 4:00 PM onwards in the Institute Auditorium. In this session, they shared their views on the 'Do-it-Yourself' Initiative, the theme of the movie, which is based on the real-life inspirational story of a common man who defied all odds and single-handedly carved a way through a mountain. The Viacom event facilitated three "Do your initiative" prizes.

Speaking to the group, Ketan Mehta spoke about Manjhi, The Mountain Man. He said there are heroes amongst us. There are amazing role models and



Nawazuddin Siddiqui
Lead Actor - Manjhi

inspir-ing stories and we don't even recog-nize them. He said that India really needs some real life heroes to inspire people as

they are the ones who can hold the nation together. They are in search of heroes all around, heroes who stand against all odds, to fulfill their dream, their mission or an idea, people standing against extra ordinary obstacles and achie-ving their

goals. All his life he has been trying to break the Berlin wall between art and commercial cinema

and someday hopefully he'll break that mountain. According to him most people encounter mountains on the way, it is for them if they want to break them or not.

Speaking about personal heroes, Nawazuddin Siddiqui mentioned that he is motivated by the "aam admi" because that is where the true enthusiasm can be spotted be it villages or a childhood teacher. Radhika Apte said she gets inspired by the children who are not as privileged and older people. She mentioned her close friend, who struggled 15 years of her life to build something, which she finally did. But somehow because of some external factors that she couldn't control, that collapsed. Her response was "Doesn't matter. Let it collapse completely and then I'll start from the scratch". That friend is the biggest motivation in her life.



Radhika Apte
Lead Actress - Manjhi

Independence Day



Indian Institute of Management, Calcutta celebrated the proud day of 69th Independence Day with great enthusiasm and patriotism. The day began with the hoisting of National Flag by the Director of Institute, Prof. Saibal Chattopadhyay followed by singing of the National Anthem. The Director emphasized the importance of freedom and the need to achieve national goals that were set at the time of independence. The Director's speech was followed by a speech by the Dean (Academic), Prof. Biju Paul Abraham the Dean (New Initiative & External Relations) Prof. Uttam Sarkar, the Chairperson PGP Prof. Subroto Mitra, the SAC Chairperson Prof.

Sumanta Basu, the Chief Administrative Officer Mr. Alok Chandra, the Employees Union President Mr. K. A. Ahmed and Chairman Student Council Mr. Pawan Makadia. This was followed by the Prize Distribution Ceremony where the top rank holders of PGP 2014-16 Batch were given prizes for their academic performance.

Independence day is a day when all cultural clubs of IIM Calcutta come together to perform for the Institute

community. BaroC, as usual melodiously started off the day's celebrations with patriotic songs performed by both first and second year students. They instilled a feeling of patriotism through their songs. Choreography Club aroused intense emotion through their performance where they showed the achievements of India in various fields. They performed over ten sequences and all of them were on different aspects of the progress that India is making today. The Dramatics Club through their play





Bin Baati ke Deep in Hindi, explored the conflicts of human emotions.

The stage and the auditorium were well decorated by the talented members of Hues Club. The tribute to our former President Late Dr A.P.J.Abdul Kalam by the Hues team was a sight to see. With the first of its kind art work they added uniquely to the celebrations: the map of India created using colored stones and a mesh and a hand- made mosaic



painting of Dr. APJ Abdul Kalam as a tribute to the former President. The event was made a success by the high participation from the students despite their rigorous schedule.

A Prize Distribution Ceremony was organized by the PGP Office. The following students were bestowed with Institute Awards for their excellent performance in PGP-I.



Prize Distribution Function 2015

Sl. No.	Reg. No.	Name	CGPA	Rank	Name of the Scholarship
1	0379/51	Thakkar Amish Vishanji	8.81	1	B. P. Poddar Merit Scholarship & Aditya Kashyap Memorial Scholarship
2	0291/51	Ratnabali Majumdar	8.78	2	India Carbon Scholarship
3	0253/51	Paranjape Ninad Bhushan	8.72	3	T. T. Krishnamachari
4	0055/51	Ankit Sharma	8.66	4	T. T. Krishnamachari
5	0229/51	Neeraj Sharda	8.41	5	T. T. Krishnamachari
6	0134/51	Garvit Godawat	8.28	6	T. T. Krishnamachari
7	0008/51	Abhik Tandon	8.13	7	T. T. Krishnamachari
8	0347/51	Shubham Gupta	8.06	8	T. T. Krishnamachari
9	0260/51	Pawan Kumar Karsan Makadia	8.06	8	T. T. Krishnamachari
10	0185/51	Krishna Praturi	8.03	10	T. T. Krishnamachari
11	0265/51	Pramod Rathi	8.00	11	T. T. Krishnamachari
12	0120/51	Deo Prateek Pramod	8.00	11	T. T. Krishnamachari
13	0151/51	I Kumar Karthik	8.00	11	T. T. Krishnamachari
14	0003/51	A V Vinay	7.97	14	B.P.L.
15	0070/51	Arijit Kumar Gorai	7.94	15	B.P.L.
16	0315/51	Sammyak Jain	7.91	16	B.P.L.
17	0252/51	Pankaj Dokania	7.91	16	B.P.L.
18	0362/51	Sparsh Gupta	7.91	16	B.P.L.
19	0400/51	Vishal Lunker	7.88	19	B.P.L.
20	0359/51	Sonal Poddar	7.84	20	B.P.L.

Prizes for PGDCM Students

Sl. No.	Reg. No.	Name	CGPA	Rank	Organization
1	4034/21	Priyank Sood	8.15	1	Institute Prize
2	4029/21	Piyush Gupta	8.03	2	Institute Prize
3	4005/21	Ankur Aggarwal	7.97	3	Institute Prize

Prizes for PGDM & PGDCM Students Combined

DVC Award (For Creditable Performance)

1	0012/51	Abhishek Debbarmar	7.13
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Central Bank of India Prize (For Best Performance in Finance Course in 1st Year)

1	0379/51	Thakkar Amish Vishanji	8.81
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P. R. Karthik Scholarship - Merit cum Means (For Creditable Academic Performance)

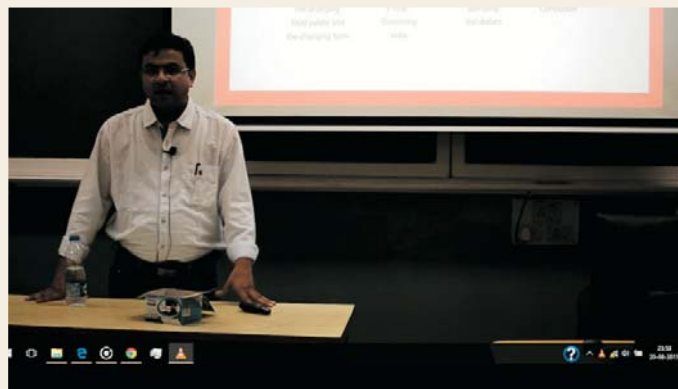
1	0055/51	Ankit Sharma	8.66
2	0347/51	Shubham Gupta	8.06
3	4029/21	Piyush Gupta	8.03
4	4005/21	Ankur Aggarwal	7.97
5	0003/51	A V Vinay	7.97



Making of India – Game Changing Transitions

Colloquia Guest Talk

Colloquia, the oldest club of IIM Calcutta, organized the first guest talk of the current academic session. Mr. Akhilesh Tilotia, Associate Director, Kotak Institutional Equities spoke on 'Making of India-Game Changing Transitions'. The speaker, an alumnus of



IIM Ahmedabad, is also an author of a recent book by the same name. Mr. Tilotia leads thematic research under the Game Changer brand and co-authors market strategy reports on the Indian equity markets. He has worked with the Boston Consulting Group and was a co-founder of Park Financial Advisors. He

has been an investment banker, a consultant and a personal finance advisor, even while pursuing his interests in astronomy, mythology, securities law and languages.

The talk focused on the opportunities and challenges that India faces as it seeks to reap the benefits of its demographic dividend. The talk was structured on the key highlights of Mr. Tilotia's recent book and was highly informative for the audience. In addition, the talk also touched upon radical transitions that India is undergoing in a variety of spheres from skill development to digital revolution. He touched upon the opportunities for investors in view of these game-changing transitions.

He spoke on how the opening up of the Indian Economy post liberalization is slowly undoing the ill effects of severe price distortions that have taken place to the public goods in the country, like Education, Healthcare etc. He argued that the earlier regime of price distortions has distorted incentives, and thus across various sectors. The talk was well attended by student from all the programs

Shaping Young Minds Program

"Shaping Young Minds Program" was organized by the All India Management Association (AIMA), along with Calcutta Management Association (CMA) at IIM Calcutta on September 11, 2015. The first speaker of the day was economist Bibek Debroy, also a member of NITI Aayog. He summed up his life in a single word - accident. "Every job I wanted I did not get and every job I got I did not want. Whatever I planned never materialised and whatever I achieved in life, I had never planned for," he said. After this, Justice N. Santosh Hegde, former Lokayukta of Karnataka, took the stage. His was a sombre address highlighting corruption and degeneration in the legal system, politics and media. He spoke about various scams and how they have depleted our economy. Post lunch it was time for life-skill training from "thumbs-up" people. "I am not here to promote the cold drink. I deal with mostly illiterate colleagues who use thumb imprints," quipped Raghunath

Medge, the former president of Nutan Mumbai Tiffin Box (The Mumbai Dabbawalas). The last speaker - D. Shivakumar, chairman and CEO of PepsiCo India - spoke on what it takes to be a good leader. "Don't change jobs for Rs 1,000 more. It is important to have a long stint and belong to a company. Remove artificial boundaries of age and designations. Invest in yourself instead. Leadership requires a lot of sacrifice. It is a tough job. If you can't sacrifice you should not take up the job. Great leaders place their company first, their team second and himself third," he said.



Operations Club-Battlefield

An exciting event for PGP-1 called Battlefield was organized by the Operations Club of IIM Calcutta. PGP-1 students showed a great deal of enthusiasm as almost 80% of the batch was present with their respective teams. The allotted time for the quiz was 30 minutes. The Operations Club had mentioned in the Bulletin Board notice that there was no need to

have any prior expertise in operations management to participate in the quiz. The teams struggled in the supply chain management questions as many of the participants had absolutely no prior experience in this area. They had to tackle a lot of mathematical and theoretical questions. The quiz was definitely a lot of fun for those who participated.

Chinese Film Festival

IIM Calcutta, has a rich cultural heritage in terms of its students' diversity, alumni base and maintaining healthy relations with other countries by encouraging exchange programs. In an effort to enhance cultural exchange between India and China, the Consulate General of China in Kolkata and city-based School of Chinese Language visited IIM Calcutta on 14th September 2015 to continue the legacy of Chinese Film Festival which was first started in 2014.

The film which was shown to the students in the IIM C auditorium was "Waiting Alone", which is a Chinese film of 167 minutes duration, starring the Chinese superstar Yu Xia. This film has also won international awards and received accolades as well. Cinema Paradiso, the club which handles these activities,

popularised the show through Facebook status and banners. As a result, there were roughly 60 students present for the show despite their hectic schedule and pressure to meet various deadlines. All students received t-shirts and other gifts sponsored by the Chinese Consulate.

This film festival, which is going on for the past two years now, showcases popular Chinese films across various educational institutions in Kolkata, IIM C being one of them. It was a nice break for students from the academic pressures around this time of the year. Apart from this, it was also one of the very few opportunities for the students to watch a movie in the IIM C auditorium, which also doubles-up as an excellent film theatre.

Armageddon – The Induction Run

Armageddon – The Adventure Club of IIM Calcutta conducted its Induction Run. It is conducted every year for the first year students as a preliminary round of its selection process. After a day of hectic classes, students turned up in large numbers to participate in this refreshing, albeit challenging event.

Even though the rain gods had tried to play spoilsport, Armageddon team had come fully ready. The event started without any glitches. The route



was laid out. Start from White Hostel, run till the main gate, take a detour towards the Mini-Howrah bridge, and then cross the Auditorium to complete one round. Multiply this by three and that is how much the boys had to run. The girls had to run 2 rounds. Team Armageddon constantly kept the runners motivated and also energized by providing glucose water at different points throughout the track. Tim Noakes has aptly said "Body argues that there is no reason to continue. The only recourse is to call on the spirit, which fortunately functions independent of the body". This was pretty evident during the run. Participants, pushed to their limit, displaying tenacity in strength and fortitude in spirit.

After everyone had done the requisite rounds, were served refreshments. There was a flurry of chatter among participants. Few participants had stuck together as a band and made the rounds, each being there in others time of distress. This was felicitous of



the Joka tribe and its culture. The winner from the men's group turned out to be a PGPEX student having clocked a time of 22 minutes.

After resting the aching muscles, it was time for the ceremonial group pic. Everyone cluttered together, with beaming faces; forgetting the recent adversity. While a few held the Induction run banner, quite a few others held out their fingers signaling victory. A gem of an experience had been added to the jar of life.

■ 'How To Sell That Idea' Persona – The Literary Club ■

Vani Kaushal, author of the novel 'The Recession Groom' delivered a talk titled 'How to Sell that Idea' on how new authors can fashion a story for a market and promote a book for it.

The extra-curricular events calendar for the current academic year at Joka got off to a fabulous start with the first event of the year, organised by Persona – The literary club of IIM Calcutta on 28th June. Joka was host to debut author Vani Kaushal, author of the novel, 'The Recession Groom' for a talk titled 'How to Sell that Idea'.

The talk aimed to educate the budding authors on campus on ways to fashion a story for a market and promote a book for it. The event was well attended by the literary enthusiasts on campus. Vani also covered in detail the intricacies of the publishing world and how a debut author can begin networking to create a footprint. The participants also collected author signed copies of her novel 'The Recession Groom'.

Vani Kaushal is an MBA from Kingston University, London and is currently working on a sequel to her first novel. She is also a blogger for The Huffington Post news website. In the past she has also been associated with The Times of India and The Financial Express.

The event was organised in association with the Student Council.



■ Armageddon Tata Steel Adventure ■

The adventure club of IIM Calcutta, Armageddon, organized a two day camp for the students of the institute. The enthusiastic bunch of students spent two days at the Tata Steel Adventure Foundation run camp at Tumung village in Jharkhand doing various activities as part of the Outdoor Leadership program.



■ Team Census-Marketing God of Joka ■

Stephen Hawking rightly said, "Intelligence is the ability to adapt to change". Taking this idea of creative thinking forward, Team Census, the experiential marketing club of IIM Calcutta brought the first event of the year for the newly joined PGP1s. "Marketing God of Joka" provided an opportunity for the young blood on campus to show their marketing potential and in the process get to network and meet with their fellow PGP2s. The first round of the event was a quiz-based elimination round which involved testing of knowledge and awareness of the brands.

The enthusiastic response of the 52nd batch forced the organizers to select top 20 instead of top 15 to move forward into the second round. The second round of the event prompted the students to see,

engage and respond to the world around them in Joka and design a product concept priced at Rs.100, which would appeal to their peers. This round involved promotion of their ideas online on social platforms as well as offline by treading from door to door to PGP2s explaining their product concept and convincing them to part with the precious virtual currency in their possession. Creative ideas like anti sleep alarm, instant fresheners, etc. were put forward by the participating students, which were judged, based on product concept, design, promotion campaign and the revenue collected. The participants appreciated the event for the first hand experiences it provided and once again showed that the true sign of intelligence is not knowledge but imagination.

■ "Brandwich" Conducted by Marcell ■

Over 83 teams and 249 students came pouring out of different classrooms to take part in "Brandwich" conducted by Marcell – the marketing cell of IIM Calcutta. It was a sight to watch everyone gathered and excited for the second marketing event held this year. After huge success of "Marketing God of Joka" event, Brandwich had a lot to live up to. All the marketing enthusiasts who couldn't make to Marketing God of Joka were frantically searching brands and logos in cell phone internet. The questions were quite different from that of

Marketing God of Joka in the sense this really required thorough knowledge of the brands. There was also a video round where 4 advertisements were displayed and questions were based on identifying product or brand and a final rapid fire round of logos. Participants enjoyed the session and the improved knowledge of brands was a take away. A bonus photograph round wherein participants had to send creative photos with brandwich logo topped the event. Overall it was truly an event to remember.

Conflictus

Conflictus was a negotiation event wherein teams participating in groups of two were segregated into two categories – Buyers and Sellers. The event had three rounds of increasing difficulty and decreasing negotiation time. All buyers and sellers were provided with dissimilar partial information with regards to the same product along with an idea of the cost incurred (in case of sellers) and the budget availability (in case of the buyers). Each party aimed to maximize their profit while ensuring that they complete the deal within the allocated time. The sellers were expected to occupy fixed places away from each other and the buyers were given the

freedom to move around and engage the sellers. The engagement ensued and after the initial hesitation all the players quickly assumed their roles. There were wide creative extrapolations made based on the 5 line piece of information provided which covered social, political, economic, technological and legal implications of the product at hand. As the buyers moved from seller to seller, the negotiations became increasingly ferocious as each side garnered more information from previous discussions with other parties. The experience was very engaging and exhilarating.

Sattva - Yoga Session 2015

Apart from its regular curriculum, Sattva, the yoga and meditation club of IIM Calcutta organized a unique two hour session on Yoga. The session was conducted by Shobhana, Johan and Natalie, instructors from Amruta Yoga, Kerala. The session attended by around 60 students, began with Ms. Shobhana, sharing benefits about meditation and yoga from her personal experience and a brief

background on the different form of yoga. This was followed by specific queries from students regarding yoga for different issues they faced in everyday routine. The session ended with an hour of meditation, Surya Namaskar and basic relaxation asanas taught by the team. The student seemed to have really enjoyed the session and have requested the team to conduct another advanced session in future.



Antarnaad – A Drams Event



IIM-Calcutta recently hosted Antarnaad, which is an unconventional theater event the likes of which the campus has never seen before. Two artists of the Ashrinagar Project introduced the audience to this new form of theater, which is at once intense and interactive. It engages the audience through a mutual sharing of thoughts by addressing them and asking for their views.

It is based on the notion that we keep our emotions and thoughts locked away in a corner in our minds, and would never share them in the normal course of life. Therefore, artistic expression in the form of poems is a great way to share them. Antarnaad celebrates meaning in the most mundane occurrences and events.

The event started with the artists talking about their philosophy on life, and went on to ask the audience what their own views were. They received a tremendous response from the students of IIM-Calcutta, who themselves shared some poetry and philosophy.

The event garnered a lot of appreciation from the students, while some even showed interest in taking forward this form of theater as part of the campus cultural activities. The session ended with an open invitation from the Ashrinagar Project for the students to attend their next performance in Calcutta, later in the month.



Seminar on THINKING SOCIAL



Tata Social Enterprise Challenge (TSEC) – a joint initiative of the Tata Group and the Indian Institute of Management Calcutta (IIMC) held the second edition of the student seminars, 'Thinking Social', at IIT Guwahati on August 29, 2015.

The day-long seminar had about 90 participants and it sought to introduce students to the concept of social entrepreneurship and inspire them to start their own venture that solves some of the challenges faced by society. The speakers for the day comprised eminent entrepreneurs, who have established their own outstanding ventures in the Indian social entrepreneurship space and sought to address the concerns of young, budding entrepreneurs.

Mr Subhrangshu Sanyal, CEO IIM Calcutta Innovation Park, welcomed the participants for this event and explained the objective of the seminar on "Thinking Social."

Mr Biswanath Sinha, Associate Director of Tata Trusts addressed the audience by presenting the core values of the TATA group. He gave an overview of

the activities conducted by TATA trusts to support social enterprises that benefit the community and the country. He expressed the hope that many young entrepreneurs would emerge from the eastern region and make changes which are beneficial to the society.

A seminar on "Thinking Social" also took place at Symbiosis Institute of Media and Communications (SIMC), Pune on

3 October 2015. Eminent academicians and social entrepreneurs, who have established their own outstanding ventures and have impacted the lives of thousands of people spoke on the occasion. Speakers included Mr.Sudipta Marjit – Dy. VP, Tata Capital; Prof. Prasanna Hullikave, Deputy Director, SIMC; Prof. Anupam Barve, Adjunct Faculty, SIMC; Maitreyee Kulkarni – Prayas; Mr. Chandradeep Mitra – Visiting Faculty, IIM Calcutta; Jayanth Nataraju – Co-founder of Sampurn(e)arth; Sudhir Deshpande – Co-founder of Ecod; Asish Gawade – CEO and Co-Founder of Bottom of the Pyramid Innovations; Dr Madhav Sathe – The Bombay Mothers And Children Welfare Society; Sunanda Mane – Co-founder of Lend-A-Hand.

The participants had a great opportunity to learn from these practitioners about their entrepreneurial journey, the challenges they faced and the social impact created by their venture. This will undoubtedly motivate and encourage some students to consider social entrepreneurship as a career option.

NEWS

Govt. Ties Up with NSE, IIMC to help Startups

If availing fund is the first step, drawing up a viable business plan and preparing a blue print for growth are also very important so that a firm can raise public money through stock exchange. The Mamata Banerjee government has roped in IIM-Calcutta and National Stock Exchange (NSE) to help firms after they avail the state's Rs 200-crore venture capital fund.

The state government had earlier in January proposed to create a Rs 200-crore venture capital fund for the small and medium industries. The aim was to help budding entrepreneurs and startup companies. The government had also proposed to develop applications and solutions related to cloud computing and mobile value added services.

It has now tied up with Small Industries Development Bank of India (SIDBI), which will provide 15% of the fund. While the state government will provide Rs 100 crore to the corpus, SIDBI will provide Rs 30 crore. The rest of the amount will come from other private investors. The fund will provide equity capital to the startups and 20% of the corpus will be earmarked for providing incubation support to such firms. IIM-Calcutta Innovation Park (IIP) will provide incubation support to these startups. They will help them through the entire process from screening the proposals to suggesting changes to make them

viable. The IIP has designated an IIM-C faculty and an alumnus for the purpose. The entrepreneurs can even apply online with their project and seek handholding. Around 40 projects have been submitted online in the last two months.

Given the fund requirement of the small and medium companies, the state has also tied up with the National Stock Exchange to help them raise money from the market. National Stock Exchange will provide these companies with necessary support and know-how to take it to the level of coming up with an IPO. In the budget, the state has already tried to bring some respite to MSMEs by bringing a large chunk of it out of the ambit of compulsory appointment of Chartered Accountants. According to estimates, more than 10,000 new MSME units are registered in Bengal every year. While more than half of them are in the manufacturing sector, the rest are in the service sector. While it is difficult to quantify the units by turnover, most of these units have an investment of Rs 1 crore on an average.



Miscellany

Seminar on Sensitization towards Equal Opportunities



Based on the Reservation Policy of the Central Government for differently abled students/students

with disabilities, IIMC has committed to support full participation of these students in all aspects of academic and social life of the Institute. IIMC is already in the process of creating a barrier free learning environment for differently abled students and in this direction, one of the expert organizations in this area, V-Shesh Learning Services Pvt. Ltd., Chennai, was engaged for conducting an inclusion assessment and accessibility audit at the Institute campus to identify the requirements of such students. Based on their recommendation and as decided by the Institute's Authority, a session on 'Sensitization towards Equal Opportunities' was organized for Faculty members, Officers and staff members on Thursday, June 18, 2015.

Demise of Alumnus Malli Mastan Babu - a Tragic Loss to the IIMC Fraternity

The founder of the IIMC adventure club, Armageddon, an IIM Calcutta alumnus, Malli Mastan Babu, now stays in the mountains forever. The Fastest Seven-Summiteer in the world and the first Indian to achieve the incredible feat of scaling the 7 tallest peaks in the world, Malli Mastan Babu, one of India's top mountaineers, had gone missing after he went on a climb up the high mountains between Argentina and Chile, has been found dead. His last rites were performed with state honours in a family field in Gandhijana Sangam in Nellore district on 25th April'2015. Malli, who had set a record of

climbing seven summits across the seven continents, including the world's highest peak Mount Everest between January 19 and July 10 in 2006. He left for Argentina towards the end of March and went missing, and was later found dead. Malli's demise is a big loss to the nation. As his friends say "Mountains have retained its favourite child. RIP Mastan Babu".



Celebration of International Yoga Day

A celebration of "First International Day of Yoga" was held on June 21, 2015 (Sunday) from 7:00 AM onwards at the First Floor premises of Lake View Hostel Canteen. Yoga, the ancient Indian science has

got its due recognition in the recent years with people realising its importance to maintain mental and physical health. It received international endorsement with the UN general assembly



On the morning of June 21, 2015, Sunday, about 150 students gathered in the Lakeview Hostel Mess for the event. With the Dean(NIER) and CAO present at the event, Prof. Saibal Chattopadhyay (Director) inaugurated the session by talking of the importance of yoga in our lives and for B-school students in particular. The Yoga day was organized in collaboration with 'World Yoga Society' who are experts in Divya Yoga. The event ended after a lot of muscle flexing, deep breathing

and body stretching and reminded participants of that old saying, 'A healthy mind resides in a healthy body'.

declaring 21st June to be the International Yoga day on December 11, 2014.

Hindi Fortnight

The Hindi fortnight was organized by the Rajbhasa Section from 14-28 September 2015. Various competitions like Hindi letter writing, essay writing, quizzes and others were held. The staff of IIMC

enthusiastically participated in the events. The aim of this event is to spread awareness and encourage the greater usage of Hindi, the official national language of India.

Innaugration of IIM Bodh Gaya under the Mentorship of IIM Calcutta



The inaugural function of IIM Bodh Gaya was held at Radhakrishnan Hall, Directorate of Distance Education, Magadh University Campus, Bodh Gaya, Bihar on Monday, 31st August, 2015. The Hon'ble Minister of Human Resource Development, Government of India, Smt. Smriti Zubin Irani was the Chief Guest and Sri P. K. Shahi, the Hon'ble Minister of Education, Government of Bihar, was the Guest of Honour on this occasion. The Mentor-Director of the new IIM, Professor Saibal Chattopadhyay, Director of IIM Calcutta welcomed the dignitaries and guests

to the inaugural function. He spoke about the first batch of IIM Bodh Gaya and future plans for developing the new Institute as a leading institution of management education in the country.

As per the decision of the Government of India, IIM Calcutta has been given the responsibility of mentoring IIM Bodh Gaya. It has been decided to launch the Post Graduate Programme with a batch size of one section from the beginning of Academic Year 2015-16.

A Task Force comprising of Faculty members of IIM Calcutta is currently facilitating the academic and administrative activities in the setting up of IIM Bodh Gaya. Prof. Manish Thakur of IIMC is currently the Convener, in charge of the Academic activities. An Administrative Committee, headed by Mr. Mahesh Patnaik has also been formed to oversee the administrative and logistical issues. The Task Force can co-opt other members as and when needed.

Kayaking Activity Started



Kayaking activity started on a regular basis from June 20, 2015. The training activity has been

outsourced to West Bengal Kayaking and Canoeing Association (WBKCA). Two double seater kayaks, and two single seater Kayaks are currently in operation. All prescribed safety and security norms are being followed. As per the decision taken by Water Sports Committee, Kayaking activity is restricted to registered members only for safety reasons. We would like to thank IIMCAA, Calcutta Chapter for donating four Kayaks.

Star Performer



Ananthakrishnan Rajagopal, Batch of 2017, completed an Ironman Triathlon (1.9km swimming, 90km cycling, and 21.1km running). It was one of his long term dreams, but he could hardly swim 50 metres at a stretch. Just a day before, the final hiccup came in the form of Hudhud cyclone which struck Vishakhapatnam. Also, Cycling against the strong head-wind proved to be a real challenge on the race day. But finally he managed to finish the Triathlon. His record was 1.9km swimming in 1 hour 18 minutes, 90km cycling in 5 hours 3 minutes and 21.1km running in 3 hours 22 minutes. After this event, he has now completed 2 other mountain triathlons in the past 6 months. One of his next targets is to complete the Full-Ironman Triathlon in Malaysia in the near future.

Live NDTV Session on Dr A P J Abul Kalam



NDTV had a live programme session on remembering Dr A P J Abul Kalam on his demise. Since he was the Chief Guest for IIM Calcutta's Golden Jubilee programme in 2011 and Professor Sougata Ray was the Dean that time, Professor Ray along with Professor Ashok Banerjee, C D Mitra and some students participated in the live programme and spoke about Dr Kalam. The programme went live in NDTV.

Silpa Sibir 2015



167 Industrial Development Officers from 19 districts of West Bengal actively participated and attended the capacity enhancement workshop held at IIMC. This programme had a focus on interactions, discussions & ideation sessions, group exercises, role play, shared learning and practical approach rather than a classroom style lecture. It included workshops

on technical aspects like – how to create a good business plan and how to evaluate bank loan applications. There was an interactive session with local entrepreneurs from different domains, who spoke to the IDOs regarding their entrepreneurship journey and the support which they expect from the government.

The workshop also included an informal session with the Principal Secretary, Department of Micro and Small Scale Enterprises & Textiles, Government of West Bengal, where the Principal Secretary shared the new initiatives taken up by the MSME department. He also appreciated the efforts put in by IIMCIP in supporting these new initiatives and promoting entrepreneurship in the state. Prof. Ranjan Das conducted a session on the importance of effective communication and stressed on the need to develop the right attitude.



APPENDIX-I

Seminars held During April - September 2015

Sl. No.	Seminar Date	Title of the Paper	Speaker	Faculty Host	Group
1	13-Apr-15	New Services: Globalization and the Diffusion of a Service economy	Prof. Julien Cayla, Research Fellow at the Institute on Asian Consumer Insight, Assistant Professor of Marketing at Nanyang Business School, Singapore, and a Visiting Professor at Kedge Business School, France	Prof. Rohit Varman	Marketing
2	15-Jun-15	Corporate Patent Clearance Procedures	Prof. Ryan T. Holte, Assistant Professor of Law, Southern Illinois University School of Law	Prof. V K Unni	Public Policy & Management
3	17-Jun-15	Designing Online Matching Markets	Dr. Rajiv Mukherjee, Assistant Professor, SMU (Ph.D., Texas Austin)	Prof. Debashis Saha	Management Information Systems
4	29-Jun-15	Dynamic Pricing, Production, and Channel Coordination with Stochastic Learning	Prof. Suresh Sethi, Jindal School of Management, The University of Texas at Dallas, USA	Prof. Peeyush Mehta	Operations Management
5	02-Jul-15	Beyond simple configurations – The dual involvement of divisional and corporate headquarters in subsidiary innovation activities in multibusiness firms	Prof. Phillip Nell, Vienna University of Economics & Business	Prof. Sougata Ray	Strategic Management
6	03-Jul-15	Online Labour Markets: Skills Arbitrage and Liability of Foreignness in Internet-Enabled Service Work	Prof. Helena Barnard, Gordon Institute of Business Science, University of Pretoria, Johannesburg	Prof. Anirvan Pant	Strategic Management
7	07-Jul-15	Institutional Development, Family Control and Management, and Company Profitability	Prof. Luis A. Dau of D'Amore-McKim School of Business, Northeastern University	Prof. Saptarshi Purkayastha	Strategic Management
8	08-Jul-15	An 'Information Processing Approach' to the Formative vs Reflective Measurement Debate: An Empirical Investigation of Corporate Reputation	Prof. James Agarwal, Professor of Marketing and CCAL Leadership Research Fellow and Research Director, Marketing & Entrepreneurship Area at Haskayne School of Business, The University of Calgary in Canada	Prof. Ramendra Singh	Marketing
9	08-Jul-15	Secret Deliberations	Dr. Parimal Kanti Bag, Department of Economics, National University of Singapore	Prof. Partha Ray	Economics
10	14-Jul-15	Financial Literacy among Working Urban Youth and Rural Women in India	Prof. Samir K. Barua, Professor and former Director, Indian Institute of Management Ahmedabad	Prof. Sougata Ray	Strategic Management
11	23-Jul-15	Leadership by Obfuscation	Dr. Parimal Kanti Bag, Department of Economics, National University of Singapore	Prof. Partha Ray	Economics

Sl. No.	Seminar Date	Title of the Paper	Speaker	Faculty Host	Group
12	27-Jul-15	The Roots of Citizen Well-Being in India	Prof. Rahul Mukherjee, South Asian Studies Program, National University of Singapore	Prof. Rajesh Bhattacharya	Public Policy & Management
13	07-Aug-15	Strategic Aspects of India-US Economic Engagement	Mr. Raymond Vickery, Global Fellow at the Woodrow Wilson International Center for Scholars in Washington DC	Prof. Biju Paul Abraham	Dean (A)
14	27-Aug-15	ICT Mediated Rumor Spread and Resulting Community Behaviors during a Social Crisis	Prof. H. Raghav Rao, SUNY Distinguished Service Professor, School of Management, University at Buffalo, The State University of New York	Prof. Indranil Bose	Management Information Systems
15	09-Sep-15	The Imprecision of Volatility Indexes	Ms. Rohini Grover, Ph.D Economics, Indira Gandhi Institute of Development Research, Mumbai	Prof. Ashok Banerjee	Finance & Control
16	16-Sep-15	Education in India: Should it be a Traded Service?	Prof. G. Haragopal, a distinguished Political Scientist, ICSSR National Fellow with the Tata Institute of Social Sciences, Hyderabad	Prof. Anup K Sinha	Economics
17	24-Sep-15	Simple Control for Complex Job Shops: Workload Control & COBACABANA	Prof. Matthias Thurer, Jinan University (PR China)	Prof. Balram Avittathur	Operations Management
18	07-Oct-15	Supply Chain Network design in Changing, Uncertain, Technology Driven Times	Prof. N. Viswanadham, Indian Institute of Science, Bangalore	Prof. Peeyush Mehta	Operations Management



APPENDIX-II

Management Development Programs during April-September 2015

Course & Faculty	Date & Venue
Managerial Effectiveness – Prof. Leena Chatterjee & Prof. Abhishek Goel	21 Sep 2015 to 25 Sep 2015, MDC, IIMC
Becoming an Effective Sales Manager Prof. Prashant Mishra & Prof. Ramendra Singh	16 Sep 2015 to 19 Sep 2015, MDC, IIMC
Excellence in Managerial Communication – Prof. Pragyan Rath & Prof. Apoorva Bharadwaj	14 Sep 2015 to 17 Sep 2015, MDC, IIMC
Talent Management and Employee Engagement – Prof. Amit Dhiman	14 Sep 2015 to 17 Sep 2015, MDC, IIMC
Conflict Resolution, Negotiation and Communication – Prof. Shantanu Dey	10 Sep 2015 to 12 Sep 2015, MDC, IIMC
Strategic Cost Management – Prof. Manju Jaiswall & Prof. Purushottam Sen	9 Sep 2015 to 11 Sep 2015, MDC, IIMC
Managerial Leadership and Conflict Resolution – Prof. B. N. Srivastava	7 Sep 2015 to 12 Sep 2015, MDC, IIMC
Workshop on Entrepreneurship – Prof. Ramanuj Majumdar	3 Sep 2015 to 5 Sep 2015, Chennai
Workshop on Entrepreneurship – Prof. Ramanuj Majumdar	27 Aug 2015 to 29 Aug 2015, Tata Hall, IIMC
Strategic Brand Management – Prof. Ramanuj Majumdar	24 Aug 2015 to 28 Aug 2015, Tata Hall, IIMC
Management of Organisational Change Prof. VidyanandJha	3 Aug 2015 to 6 Aug 2015, MDC, IIMC
Interpersonal Effectiveness and Leadership Excellence – Prof. Chetan Joshi	27 Jul 2015 to 31 Jul 2015, MDC, IIMC
Marketing to the Rural and Bottom of Pyramid (BOP) Markets – Prof. Ramendra Singh & Prof. Prashant Mishra	18 Jul 2015 to 20 Jul 2015, MDC, IIMC
Workshop on Entrepreneurship – Prof. Ramanuj Majumdar	16 Jul 2015 to 18 Jul 2015, Chennai
Selling & Negotiation Skills – Prof. Ramanuj Majumdar	8 Jul 2015 to 11 Jul 2015, Tata Hall, IIMC
Leadership and Team Building – Prof. B. N. Srivastava & Prof. Chetan Joshi	6 Jul 2015 to 10 Jul 2015, MDC, IIMC
Emotional Intelligence – Prof. VidyanandJha	1 Jul 2015 to 4 Jul 2015, MDC, IIMC
Personal Growth and Team Building – Prof. B. N. Srivastava	22 Jun 2015 to 26 Jun 2015, MDC, IIMC
Corporate Social Responsibility and Citizenship: Managing for Effectiveness – Prof. Nimruji Prasad J	15 Jun 2015 to 19 Jun 2015, MDC, IIMC
Management Control Systems – Prof. Purusottam Sen	7 May 2015 to 8 May 2015, Tata Hall, IIMC

Upcoming Management Development Programs

Course & Faculty	Date & Venue
Managerial Leadership & Team Effectiveness – Prof. Leena Chatterjee & Prof. Rajiv Kumar	5 Oct 2015 to 9 Oct 2015, MDC, IIMC
Strategic Brand Management – Prof. Ramanuj Majumdar	16 Nov 2015 to 20 Nov 2015, Tata Hall, IIMC
Communication and Presentation Skills – Prof. Leena Chatterjee & Prof. VidyanandJha	16 Nov 2015 to 20 Nov 2015, MDC, IIMC
Applied Corporate Finance – Prof. Ashok Banerjee	16 Nov 2015 to 21 Nov 2015, MDC, IIMC
Marketing Strategies for Profitable Growth in India – Prof. Ramendra Singh & Prof. Prashant Mishra	21 Nov 2015 to 23 Nov 2015, MDC, IIMC
Leadership and Team Building – Prof. B.N. Srivastava & Prof. Chetan Joshi	23 Nov 2015 to 27 Nov 2015, MDC, IIMC
General Management Programme for Senior and Middle-Level Executives – Prof. Subrata Mitra	23 Nov 2015 to 27 Nov 2015, MDC, IIMC
Managerial Effectiveness – Prof. Leena Chatterjee & Prof. Abhishek Goel	23 Nov 2015 to 27 Nov 2015, MDC, IIMC
Finance for Executive Decision Making Skills – Prof. Manju Jaiswall & Prof. Purushottam Sen	23 Nov 2015 to 27 Nov 2015, MDC, IIMC
Strategic Intelligence and Applications using Big Data – Prof. Indranil Bose, Prof. Somprakash Bandyopadhyay Prof. Partha Sarathi Dasgupta, Prof. Asim K. Pal & Prof. Ambuj Mahanti	29 Nov 2015 to 19 Dec 2015, MDC, IIMC
Management of Creativity and Innovation – Prof. VidyanandJha	30 Nov 2015 to 4 Dec 2015, MDC, IIMC
Selling & Negotiation Skills – Prof. Ramanuj Majumdar	1 Dec 2015 to 4 Dec 2015, Tata Hall, IIMC
Managerial Leadership and Conflict Resolution – Prof. B. N. Srivastava	7 Dec 2015 to 12 Dec 2015, MDC, IIMC
Supply Chain Management – Prof. Balram Avitthathur & Prof. Preetam Basu	8 Dec 2015 to 11 Dec 2015, MDC, IIMC
Excellence in Managerial Communication – Prof. Pragyan Rath & Prof. Apoorva Bharadwaj	14 Dec 2015 to 17 Dec 2015, MDC, IIMC
Team Building and Leadership – Prof. Rajiv Kumar & Prof. Abhishek Goel	21 Dec 2015 to 24 Dec 2015, MDC, IIMC
Communication and Presentation Skills – Prof. Leena Chatterjee & Prof. VidyanandJha	4 Jan 2016 to 8 Jan 2016, MDC, IIMC
Project Management – Prof. Subrata Mitra	4 Jan 2016 to 8 Jan 2016, MDC, IIMC
Interpersonal Effectiveness and Leadership Excellence – Prof. Chetan Joshi	11 Jan 2016 to 15 Jan 2016, MDC, IIMC
Improving Interpersonal Effectiveness – Prof. Leena Chatterjee & Prof. Abhishek Goel	18 Jan 2016 to 21 Jan 2016, MDC, IIMC
Value Creation Through Operations Strategy – Prof. Partha Priya Datta & Prof. Peeyush Mehta	21 Jan 2016 to 24 Jan 2016, MDC, IIMC



INDIAN INSTITUTE OF MANAGEMENT CALCUTTA

Joka, Diamond Harbour Road, Kolkata 700104

Phone: 91-33-2467 8300 – 8304, Email: newsletter@iimcal.ac.in

Newsletter Editorial Team :

Professor Biju Paul Abraham, *Dean (Academic)* and Amrita Sengupta, *Manager (Academic Affairs)*