



Volume 2, Issue 2, September 2012

## Editorial



A new academic year has begun and new batches of students for the different programmes – PGP, PGPEX, FP – are crowding the classrooms. This issue of Sandesh provides a snapshot of the batch profiles of students for the various programmes. The relatively smaller number of

students in the Fellowship programme has in fact allowed us to provide individual profiles for all the new students. We also carry interviews of two PGP students; those interviewed have been selected for their passionate interest in something unrelated to the routine tenor of their everyday lives. The interviews have been carried out by other students. We hope that these interviews will establish a new bridge between the students and the faculty. As a bonus, we carry brief profiles of two PGPEX students who have displayed a somewhat more than minimum degree of quirkiness in their lives. You can find these interviews and profiles in the concluding portion of the current Sandesh.

On the academic front, IIMC continues to set the standards as usual. We are happy to note three new books published by the faculty. We also report lectures by distinguished speakers coming from a variety of backgrounds. The Swami Vivekananda Lecture was delivered by Swami Sarvapriyananda, a distinguished monk of the Ramakrishna Order of Belur Math. Mr. Bhaskar Sen, Chairman and Managing Director, of United Bank of India, flagged off the 'Being a CEO' leadership talk series of the PGPEX programme. Dr Pawan Girdharilal Agrawal, CEO of the Mumbai Dabbawala Association, spoke at IIM Calcutta on July 24, while the Finance Lab, under the Finance Lecture Series, organized a talk by Prof. Utpal Bhattacharya of Indiana University. There were also a number of seminars organized by different Groups at the institute. A rich fare indeed. We would like to draw the attention of our readers to "Artha", a newsletter launched by the Finance Lab. For those trying to make sense of

financial events, this will prove to be an invaluable aid.

A number of Conferences and Workshops are lined up for the rest of the year and Sandesh provides details about these. One of the events we are all looking forward eagerly to is of course the conclusion of the two-year long golden jubilee celebration of the Institute on November 14, 2012. The occasion will witness the release of the much-awaited corporate film on IIM Calcutta capturing its nostalgic journey over 50 years, filmed by noted filmmaker Goutam Ghose. The occasion will also mark the release of a prestigious commemorative volume on IIM Calcutta.

Sandesh also gives details about the placements of our new programmes – PGPEX and PGPEX-VLM. The success of the placements process for these two programmes demonstrates that they are rapidly catching up with their older sibling – PGP – in terms of brand recognition in the outside world.

*Professor Anindya Sen*

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## *IIM Calcutta bids adieu to its retired professors through Agnitio*



Prof Amit Jyoti Sen

Prof Raghavendra  
Chattopadhyay

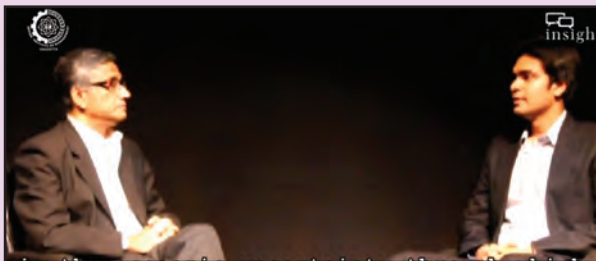
Prof Amitava Bose

To celebrate the long and prolific service of some of the professors of the Institute, IIM Calcutta has introduced an all-new programme titled AGNITIO. Agnitio, a Latin word, meaning recognition, is a platform to honour a professor with due respect on the eve of his/her retirement and provides an opportunity for professors to share their knowledge of the institute's history and tradition and reflect upon

the trends in management education. The event has recently been introduced and its maiden episode was held on July 30, 2012 when three eminent professors - Prof. Raghavendra Chattopadhyay, Prof. Amit Jyoti Sen and Prof. Amitava Bose were requested to be present and share their long years of experience informally. The programme was presided over by Professor Shekhar Chaudhuri, Director of IIM Calcutta and Prof. Ashok Banerjee (Dean NIER) and attended by other faculty members and officers. Three professors spoke at length about their many years of ringside view of teaching and research at IIMC.

The programme concluded with the presentation of mementos, a silver discoid with their names sculpted on it, to the three professors by Professor Shekhar Chaudhuri.

## *Student-run ER Cell launches "Insight"*



The External Relations cell of IIM Calcutta recently launched "Insight", a series of interviews of faculty members. Five episodes of 8-10 min length are being planned this year. Each episode will feature a faculty member speaking on a contemporary topic

from his/her domain of expertise. The interviews are shot using high definition cameras, and will be broadcast through the official Youtube channel of IIM Calcutta.

In the first episode, Prof. Anup K. Sinha (Economics Group) was interviewed by Akash Bhotika, batch of 2013, on the recent developments in the Indian economy, and on possible solutions to revive growth. Prof. CD Mitra spoke on contemporary marketing education in the second interview taken by Nandit Pathak, batch of 2013. Other members of the team are Aswin Murali, Jandeep Singh (ER Secys), Apoorv Khandelwal, Teany Thomas, Sajith P Surendran and Dhananjay Wagmare.

## *Finance Lab launches monthly e-zine, Artha*



The Finance Lab has launched a monthly electronic newsletter – Artha - in August 2012. The aim of this newsletter is to bring out popular articles on key areas of financial markets which may be of interest to policy makers and practitioners. The newsletter is not supposed to give a market survey of trends of the past month. Rather

it would contain articles which are thought provoking and also have policy implications. The newsletter will be released on the first working day of every month. Presently it has three sections-Equity Market, Bank Market and Debt Market. Each section will have one article. You can find Artha at [financelab.iimcal.ac.in/emag.asp](http://financelab.iimcal.ac.in/emag.asp).

## *A New Committee on Governance Document*

A new committee has been formed to review and update the IIMC Governance document. The committee members are Prof. Mritunjoy Mohanty, Faculty Representative – BOG (Convener), Prof. Biju Paul Abraham, Faculty Representative to BOG, Prof. Anindya Sen, Dean (Academic), Prof. Ashok

Banerjee, Dean (NIER), Prof. Anup K. Sinha, Prof. Saibal Chattopadhyay, Prof. Annapurna Shaw, Convener, Faculty Council, and Wg. Cdr. Vibhas Gupta, GM (OD&A) & Secy. to BOG as Member Secretary.

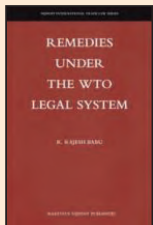
### *Third batch of EPBM (I) concluded*



The successful participants of third batch of EPBM (I) course have been awarded their certificates in a recently concluded ceremony held in Dubai in the presence of Professor Saibal Chattopadhyay and Professor Krishanu Rakshit. More than 200 delegates attended the function from all over the Middle East in connection with the event.

## New Publications

### *Professor R Rajesh Babu's book Remedies under the WTO Legal System*



Martinus Nijhoff Publishers have brought out Professor R. Rajesh Babu's book Remedies under the WTO Legal System under the Nijhoff International Trade Law Series. This is the 11th volume of the series.

The World Trade Organization (WTO) dispute settlement system has succeeded, since its establishment in 1995, in generating a perception that the DSU offers one of the most advanced multilateral adjudicatory systems that exist today, principally because of the large volume of cases it

has attracted and settled. Despite a high record of satisfactory settlements of disputes and tall claims in appreciation, there is an equal amount of scepticism, particularly about the nature and content of remedies for violations of WTO rights and obligations. This book presents a critical review on the problems stemming from the nature and scope of the WTO remedies and its enforcement. The study highlights in a comparative perspective the lacunas and inadequacies in the current system, and in the process, accentuates the detrimental nature of the WTO remedies on the interest of the developing and least developing countries.

### *Professor Annapurna Shaw's book Indian Cities*



Professor Annapurna Shaw's book Indian Cities has been brought out by Oxford University Press under the new Oxford Indian Short Introduction (OISI) series. The aim of this series is to publish concise, stimulating, and accessible guides to different aspects of India. Prof. Shaw's book captures the immense importance of India's cities to its economy, polity and society and provides nuanced yet accessible analysis

of the evaluation and complex socio-economic base of Indian cities.

(This book belongs to a cluster of nine titles around the theme 'Economics and Development'. Anindya Sen, Professor of Economics, Indian Institute of Management Calcutta, is General Editor for this cluster. Forthcoming titles include Capital Flows and Exchange Rate Management by Soumyen Sikdar, Trade and Environment by Rajat Acharyya and Monetary Policy by Partha Ray).

**Professor Jayanta Bandyopadhyay** has published his latest book entitled, Environmental Governance: Approaches, Imperatives and Methods (Bloomsbury, New Delhi). The book has 17 chapters and is co-edited with Kanchan Chopra and Nilanjan Ghosh.

**Prof. Bodhibrata Nag** and Prof. Preetam Basu have co-authored the Special Indian Edition of the book "Introduction to Operations Research" with Prof. Hillier and Prof. Lieberman of Stanford University. The book has been published by Tata McGraw Hill.





· **Professor Shekhar Chaudhuri**, Director of IIM Calcutta has been conferred with the prestigious Ravi J Matthai National Fellowship Award at the 24th AIMS Annual Management Education Conference 2012. Ravi J Matthai National Fellowship Award, instituted in the memory of the first full-time director of Indian Institute of Management, Ahmedabad, is awarded to educators and professionals for achieving a high level of distinction in their respective disciplines. Incidentally, Uday Salunkhe, group director, Welingkar Institute of Management Research and Development and E Abraham, SJ, director XLRI Jamshedpur, were amongst the other two academicians who received this award this year.



· **Professor Prashant Mishra** has been awarded the "Best Professor in Marketing Management" by the Board of World Education Congress.



· **Professor Mritiunjoy Mohanty** of Economics group has published a study on why

the economy is experiencing recessionary tendencies as Opinion Editorial in Hindu recently.



· **Professor Subrata Mitra** of Operations Management group conducted a study indicating huge loss to country's economy due to shoddy road checkpoint system. He has done this special study for the Transport Corporation of India and the report was the subject of an Opinion Editorial in Economic Times recently.



· **Professor Kaustav Sen** has been appointed as the Coordinator of the Centre for Corporate Governance.



· **Professor Annapurna Shaw** kindly agreed to continue as Chairperson, Complaints Committee, till the end of 2012.



· **Director Professor Shekhar Chaudhuri** participated in "Stanford Kyoto Trans Asian Dialogue 2012", which was organized by The Stanford University Shorenstein Asia-Pacific Research Center. He along with two other distinguished speakers, David Arnold, President of The Asia Foundation (former president of American University in Cairo) and Kan Suzuki, Upper House Member, National Diet; Vice Chair of Policy Research Council, Democratic Party of Japan delivered his speech in the discussion on "Globalizing Higher Education" on September 06, 2012 at Kyoto International Community House.

Date	Title of the Paper	Speaker	Faculty Host
May 11	Hidden Costs of Offshore Outsourcing	Deeparghya Mukherjee	Prof. Soumyen Sikdar
May 29	Data Interpolation by Optimal Cubic Spines with Free Knots Using Branch-and-Cut Method	Prof. Lakshman S Thakur	Prof. Preetam Basu
June 11	Asleep at the Wheel (Again)? Bank Audits during the lead-up to the financial crisis	Prof. Rajib Doogar	Dean (Academic)
June 18	Robust and Reliable Portfolio Optimization Formulation of Chance Constrained Problem	Prof. R.N. Sengupta	Prof. Sumanta Basu
June 25	Fair and Group strategy-proof Good Allocations	Conan Mukherjee, Doctoral student, ISI Kolkata	Prof. Soumyen Sikdar, Economic Group
July 2	Health Infrastructure and Sustainable Development in India	Dr. Rudra Pradhan, VGSOM	Prof. Soumyen Sikdar, Economic Group
July 4	Understanding Diverse User Reactions to Information Technology: An Coping-Theoretic Model of IT Acceptance and Resistance	Prof. Anol Bhattachaerjee, Professor of Information Systems at the University of South Florida	Prof. Indranil Bose, MIS Group
July 10	Entry of Profit-motivated Microfinance Institutions and Borrower Welfare	Prof. Ratul Lahkar, Associate Professor, IFMR Chennai	Prof. Soumyen Sikdar, Economic Group
July 30	Completion, Duplication and Learning in R&D	Shri Kaustav Das, Doctoral student, Pennsylvania State University, USA	Prof. Soumen Sikdar, Economics Group
Aug 16	The Incumbency Protection Power of Network Effects: Hype or Reality?	Prof. Anitesh Barua*	Prof. Indranil Bose, MIS Group

\*William F. Wright Centennial Professor of Information Technology, Stevens Piper Foundation Professor, Distinguished Teaching Professor, and Associate Director of the Center for Research in Electronic Commerce at the McCombs School of Business, the University of Texas at Austin.

## PGPEXplain

PGPEXplain - an interaction session of prospective applicants with IIM Calcutta's PGPEX Community was held at four cities across the country on 28th July. PGPEX is IIM Calcutta's one year full time residential program for experienced professionals. The program is targeted to develop middle/senior level professionals into leadership roles. The session was meant to discuss the positioning and need for PGPEX and finer points of the program, answer prospective applicant queries and address their concerns.

The event took place in Delhi, Bangalore, Kolkata and Mumbai. There were two sessions, one in the morning and another post lunch. Faculty, Alumni and current students were there to interact with the potential applicants. The applicants were guided on how the PGPEX Program could help them prosper in their careers. The focus was on providing an individualized attention to every prospective candidate, and providing them as complete information as possible.

The event evoked a positive response across the country. People travelled from various other cities to attend the sessions and get their doubts cleared. As one of the participant said, "The event has provided me greater clarity about the program and strengthened my interest in the program." Another candidate said, "Such opportunities where one could come and meet people who have been there are crucial before making the huge investment in a one year MBA. I am glad IIM Calcutta provided me one. It will help me in my decision making."

For the benefit of the overseas candidates and people who could not make it to the event, the PGPEXplain presentation would be shared on the IIM Calcutta website at <http://programs.live.iimcal.ac.in/pgpex/> PGPEXplain. The queries if any can be directly addressed to the [pgpexconnect@iimcal.ac.in](mailto:pgpexconnect@iimcal.ac.in)

## *Maiden workshop on Case Writing, Teaching, and Research*



Indian Institute of Management Calcutta Case Research Center's (IIMCCRC) inaugural case writing, teaching and research workshop was held at IIM Calcutta on June 14th and 15th 2012. It was a great success, achieving significant participation from case writers and researchers from both IIM Calcutta and outside.

The workshop was inaugurated by Prof. Shekhar Chaudhuri, Director of IIMC, who welcomed the speakers and the participants. Prof. Ashok Banerjee, Dean of New Initiatives and External Relations at IIMC introduced IIMCCRC to the audience. Prof. Indranil Bose, faculty co-ordinator of IIMCCRC, introduced the speakers and the program of the workshop. The workshop consisted of three main sessions, spread over two days. The first session was on "Managing Case Writing". It was conducted by Mr. Jeroen van den Berg, Center Manager of the Center for Business Case Studies, Hong Kong University of Science and Technology. He discussed at length the case writing process from idea to publication and distribution by the major case distribution centers. He threw light on important issues like how to work efficiently with the case company and the protagonist, working with outside

writers and editors, obtaining copyright and preparing cases for publication.

The second session was conducted by Ms. Anjali Raina, an alumna of IIM Calcutta and HBS. Currently the Executive Director, Harvard Business School India Research Center, she shared the HBS research center's experience in "Case Selection and Case Writing".

The third session was a full day workshop on "The Art of Case Writing". It was enthusiastically conducted by Prof. Jim Erskine, Emeritus Professor of Operations Management, Richard Ivey Business School. He described the "Three Phase Process" for writing original, field based cases that are released for educational purposes. He carefully reviewed the sequence of steps in each phase of the process starting with The Case Origin Grid followed by Finding a Lead, The Initial Contact Interview, and, the heart of Phase One, The Case Plan. He emphasized the importance of the case plan for both the case writer and the contact. He explained that Data Collection, Rough Drafting, and Case Editing are the steps in Phase Two and that Class Testing and Revising the case form the steps in Phase Three.

The overwhelming and positive response to the inaugural workshop conducted by IIMCCRC indicates increasing interest in case writing and research and IIMCCRC hopes to provide the perfect platform for case writers and researchers. Prof. Indranil Bose, organizer of the workshop along with Prof. Ashok Banerjee, said: "It was a unique opportunity to learn about case writing and teaching from eminent representatives from three of the largest case repositories around the globe. The participants raved about the quality of presentations, discussions and interactions between the speakers and the members of the audience".

## *TEDx Event at IIM Calcutta*



It was Eleanor Roosevelt who said that great minds discuss ideas, average minds discuss events and small minds discuss people. With an end to giving the every student something to ponder upon while lying in bed at the end of the day, or when taking a really long shower, or even when just sitting and watching the rain with the customary sutta in hand, a TEDx IIM Calcutta event was organized on the 21st of July.

### What is TED?

TED is an organization with a motto that is simple and direct: "Ideas worth spreading". It was started by Richard Saul Wurman in 1984 when he observed the synergy between technology, entertainment and design and the ability of these concepts to shape the world we live in many radical ways. The first TED talks consisted of many innovative ideas, including the Compact Disc and Lucas films' (of Star Wars fame) spanning new 3D technology. After a few rough initial years, the event really hit its stride and today, speakers range from scientists and philosophers to philanthropists and even musicians. Speakers have ranged from Bill Gates, to Annie Lennox and even Jennifer Lin (a 14 year old who played a rousing 6 minute piano improvisation on stage). Two annual TED conferences take place: the TED conference in Long Beach and Palm Springs every spring and the TEDGlobal conference in Edinburgh every summer. The events are invite-only, but for the sake of the common folk, all videos are shared on the official TEDTalks site and the Official TED YouTube channel. There are apps for iOS, Windows Phone and Android for those looking for their dose of TED on the go.

### What does the x in TEDx mean?

x = independently organized TED event

TED conferences happen only thrice a year. In a planet of 7 billion people, a handful of speakers every year just won't do it. The good folks at TED have realized this and have addressed this by giving people license to organize their own TED events. What you get at a TEDx event is the same celebrated TED format: short bursts of speeches from people with radical ideas and a lack of any commercial or

political subtext. Being more independent, it is also possible to get speakers who have opinions or ideas regarding the immediate community more easily. At TEDx IIM Calcutta, the aim was to bring you speakers relevant to the students' lives here.

### The speakers

There were four speakers at the event. Each of them is a luminary in their field and they come from diverse strata of the society and have very different career paths.

**Myshkin Ingawale:** Myshkin Ingawale is an innovator and founder-Director of Biosense Technologies, low-cost medical device company that has created a device that tests for anemia in pregnant women without drawing blood, using only light.

**Shaheen Mistry:** Ms Shaheen Mistry is an Indian social activist and educator. She is a founder of the Akanksha Foundation, an Indian educational initiative in Mumbai and Pune, and is also the CEO of Teach For India since 2008.

**Nikita Singh:** Nikita Singh is the author of bestselling "Love @ Facebook" that released in May 2011. Apart from being a prolific writer, she is also a voracious reader and has a deep interest in literature. She is doing her graduation in pharmacy. She is an expert in World History and has a special command on French Revolution.

**Dr. Anurupa Roy:** Dr. Anurupa Roy is a doctor and writer by profession. Her latest book is 'The Profile Man'. She also owns a publishing house 'Silver Books'. She works with various organizations for creating awareness about Health care and related issues. Dr. Anurupa is an activist for 'Youth Health Care Enlightenment' as well as is actively involved with the Rotary Club.

## *A special camp for NPR identity cards*



In association with Block Development office and the Census office, a special camp was organised for biometric operation and fresh canvassing of NPR schedules for obtaining National Population Registers identity cards for the residents of IIM Calcutta campus at Joka during August 4-5, 2012. The exercise encompassed two types of activities. The biometric operation was done for those campus residents of IIMC campus for whom the data entry operation was done in 2010. The two day exercise saw the participation and successful capture of biometric data for 253 individuals, which included 149 individuals on August 4 and 104 individuals on August

5. A few family members did not participate in both types of operations owing to unavoidable circumstances. The programme was initiated by CAO and coordinated by PRO with supports from Security Officer, campus resident volunteers and the departments included security, campus maintenance and transport.



## Swami Sarvapriyananda delivers Swami Vivekananda memorial lecture



The Swami Vivekananda memorial lecture on “Socially Responsible Leadership: Insights from Swami Vivekananda” was held at the MCHV Seminarium on August 6, 2012. The lecture was delivered by Swami Sarvapriyananda, a distinguished monk of the Ramakrishna Order of Belur Math. Director, Professor Shekhar Chaudhuri inaugurated the lecture. The lecture was attended by the faculty members, officers, staff and students of IIM Calcutta. Swami Sarvapriyananda, currently a monk of the Ramakrishna Math, joined the Ramakrishna Order

at Ramakrishna Mission Vidyapith, Deoghar, Jharkhand in 1994. Since then he has served the Ramakrishna Mission in various capacities – as Vice Principal of the Deoghar Vidyapith Higher Secondary School, Principal of the Sikshana Mandira Teachers’ Training College at Belur Math, and as the first Registrar of the Ramakrishna Mission Vivekananda University at Belur Math. At present he is an acharya at the monastic probationers training centre at Belur Math. He holds a degree in business management from the Xavier Institute of Management (XIMB) Bhubaneswar. His interests are in the fields of spirituality, philosophy, management science and education.

The Swami dwelt at length on the dilemma of ethics, where the problem is not in understanding what is ethical or what is not, but rather in the realm of practice. Serving humanity, in Vivekananda’s view, can pave the way of self-actualisation and God-realisation. The Swami also dwelt at length on the idea of Servant Leadership, the implications of spiritualizing work, detachment in action, and seeking alignment of organizational and individual goals and motivation. Prof. Ranjan Mitter, In-Charge of ONGC endowment proposed the vote of thanks.

## Being A CEO: Leadership Talk by Bhaskar Sen



Mr. Bhaskar Sen, Chairman and Managing Director, of United Bank of India, recently flagged off the ‘Being a CEO’ leadership talk series of the PGPEX programme at IIM Calcutta. ‘Being a CEO’ leadership talk series offers a unique platform for the students

of the full-time Post Graduate Programme for Executives (PGPex) at Indian Institute of Management Calcutta to learn from and interact informally with industry leaders.

Mr. Sen shared his experiences and views on the banking sector in India with the students.

He explained how the banking sector’s metamorphosis took off in the 1960s with the nationalization of public banks at a stable CAGR of 4%. Winds of reforms in the early 1990s led to a steep growth of banking sector, and CAGR scaled to 17% by 2000.

### India’s Current Status:

To tame rising inflation and bring monetary stability, government has revised interest rate 13 times since May 2011. However, such intervention addresses only the demand side of inflation, leaving supply



side factors untouched. Due to rising interest rates, cost of borrowing has increased while Internal Rate of Return (IRR) for most investment is constant. With emerging signs of sickness in various developmental projects, there is fear of contagion to prospective investors. They may refrain from further investment, thus affecting the demand side of economy.

#### India - Challenges Ahead:

He highlighted some major challenges faced by banking industry. Rate of growth of deposits are at all time low of 13%. The market is facing a liquidity crunch with government borrowings as high as Rs. 5 lakh crores. However, money borrowed is not circulating back into banking system. Credit dipped to 17% by 2011 from 22% in 2010. Credit to deposit incremental ratio went down by 120%. Thus, banks do not have enough resources to lend as both borrowing and lending is heading southwards.

Downward spiraling of rupee has made the repayment of loans expensive, exposing lenders to greater risk of default and discouraging further lending. Back in 2005-2006, FCCBs (Foreign currency convertible bonds) were heaven for companies looking for raising funds in foreign currency. As these bonds approach maturity,

repayment has become expensive.

Financial inclusion scheme by the government, aimed at providing basic banking services to 72,950 villages in India with population of more than 2000, needs continued effort from the banking sector to achieve inclusion of targeted segment.

Basel 3 norms, to be implemented in India by 2019, require increased core capital. Major chunk of requisite capital, approximately Rs 6lakh crores, has to be borrowed from government and rest acquired via re-pricing financial products.

Mr Sen opened the floor for questions and answers and was greeted by a deluge of raised hands. Students, with rich leadership experience from diverse backgrounds, asked a range of questions. The questions covered various fundamentals of national and international economy and global issues as well as questions on individual career paths. Upon questions on profitability on banking with marginal income group in villages, Mr Sen substantiated his belief on the power of financial inclusion by quoting the Rs 5000 Cr deposit collected in villages of Bihar. Owing to Mr Sen's other engagements, this very exciting session had to be drawn to a close, but not before it left a lasting impression on the minds of the PGPEX students.

### *Mumbai Dabbawalla's success story at IIM Calcutta*



Dr Pawan Girdharilal Agrawal, CEO of the Mumbai Dabbawala Association, spoke at IIM Calcutta on July 24. The talk was organized as part of the Institute Lecture Series which has hosted many eminent personalities like Dr. Kirit Parikh, Dr. Shashi Tharoor, His Holiness the Dalai Lama and Kiran Bedi. Dr Agrawal, who completed a PhD thesis on: 'A study of Logistics and Supply Chain Management of Dabbawallas in Mumbai', reflected on management

issues, including Six Sigma achievers, making a difference and change.

The session which ran for around an hour captivated close to 800 students who were impressed by the story of the Mumbai dabbawallas who have been in operation for over 125 years without a single day of strike and at present deliver about 200,000 lunches a day. "Dabbawallas are no extraordinary people but I can guarantee that their thrilling story would captivate you. It would help you learn how to be passionate and dedicated to your job and much more," Dr. Agrawal said.

The speaker also offered career advice to the audience – "Remember no matter how much money you make you will never be able to buy satisfaction. But when like a dabbawalla you become passionate about your work, no matter how much you make you will lead a happy and contented life. This is the reason why in corporate world people are not happy even after frequently changing jobs. In contrast, dabbawallas are happy with what they do and never feel the need to change."

## ***Nikita Upreti with her dream project - iamstarting.com***



Nikita Upreti is the founder of iamstarting.com, a website that features entrepreneurs and offers them a platform to reach out to a wider audience. She was at IIM Calcutta on 5th July 2012 for a talk organized by Colloquia, the speaker cell of IIMC. In a session that spanned over an hour, she spoke about coming up with good start-up ideas and challenges in the entrepreneurial journey, quoting numerous example from the lives of other entrepreneurs.

Nikita is a Mechanical Engineer from Osmania University, Andhra Pradesh and the early part of her career was spent in Germany working for clients like

Alstom, Boeing and Airbus for close to 4 years in engineering design. After her return to India, she worked with CRY for a while, before ending up with iamstarting.com.

Speaking about the entrepreneurship scene in India at present, she said that we are currently living in exciting times. "It's very easy to start up and build something of value and make money on the way. The only difficulty is to sustain it. That is the real challenge." She also dwelt upon the issue of fake entrepreneurs bombarding the venture capitalists. "The good thing is that there is a lot of buzz, but the bad thing is that there is too much noise. Filtering the real signal out of the noise is the challenge, but I think there are a lot of communities and forums that are doing a really good job of bringing the genuine entrepreneurs up and keeping the noise, the fake ones at the bottom."

Speaking to JokaTimes, the campus journal of IIM Calcutta, Nikita said that she enjoyed the interaction with the students. "I was particularly happy with the discussions we had, on and off the record. I am hoping to see most of you start something on your own, in the coming time." She added.

## ***Prof. Utpal Bhattacharya at the Finance Lecture Series***



The Finance Lab, under the Finance Lecture Series, organized a talk by Prof. Utpal Bhattacharya of Indiana University on June 13, 2012. Prof. Utpal Bhattacharya is Associate Professor, Finance at the Indiana University Kelley School of Business. Prof. Bhattacharya's publications have appeared in many top-tier finance, accounting and economics journals.

He spoke on "Firm Mortality and Natal Financial Care". This talk began with a comparison between

the age of the oldest human being alive and that of the oldest corporation still in existence, bringing to light the significance of the phrase 'going concern' in the simplest possible manner.

Prof. Bhattacharyya spoke on mortality rates of US public firms post IPO and the role of financial intermediaries like venture capitalists and underwriters in altering the death rate through their prenatal and postnatal care.

For the enviable few lucky to attend the seminar, including faculty, doctoral students, interns and research assistants from across the country and even the US, the key takeaways from the discussion were tips on doing research, moulding simple ideas into hypotheses that enrich and enhance the field of study and publishing a paper.

The seminar was entwined with a very informative question-answer session, excerpts of which continued in an informal tete-a-tete over a sumptuous lunch arranged for all participants.

### ***Golden Jubilee to conclude on November 14***

The two-year long golden jubilee celebration of the Institute will come to an end on November 14, 2012 when we will see the release of the much-awaited corporate film on IIM Calcutta capturing its nostalgic journey over 50 years, filmed by noted filmmaker Goutam Ghose. The occasion will also mark the release of a prestigious commemorative volume on IIM Calcutta featuring many moods of the country's premier management institute during its journey of 50 years since inception; the project is being steered by the noted historian Dr Indira Chaudhury of Sristhi School of Arts Design & Technology, Bangalore. This is going to be an ideal occasion for opening the Archive which will stock all the valuable and memorable pieces of our institute like awards, mementoes, MoUs, exchange materials, press clippings, documentary films, promotional materials, programme brochures, annual reports, newsletters, placement brochures, photographs and many more.

### ***Joint Research Conference by Princeton University, University of Pittsburgh and IIM Calcutta***

IIM Calcutta in association with The Niehaus Center for Globalization and Governance at Princeton University's Woodrow Wilson School, and the University of Pittsburgh's Graduate School of Public and International Affairs, will organize a research conference on "Politics of the Changing World Economy". The conference will be held in Sinquerim (Goa, India) from January 4-6, 2013 at the Vivanta by Taj- Fort Aguada, a beautiful converted Portuguese fortress located on a hill overlooking the Arabian Sea.

### ***MARCON 2012***

The International Marketing Conference, MARCOM 2012 will be held during December 28-30, 2012 at IIM Calcutta campus at Joka. This conference aims to bring together thought-leaders and practitioners, from marketing and other social sciences to facilitate a dialogue that would contribute to the theory and practise of marketing. The theme of the conference is "Sustainability, and Marketing in a Socially-Connected World of Consumers".

### ***Financial Research Workshop***

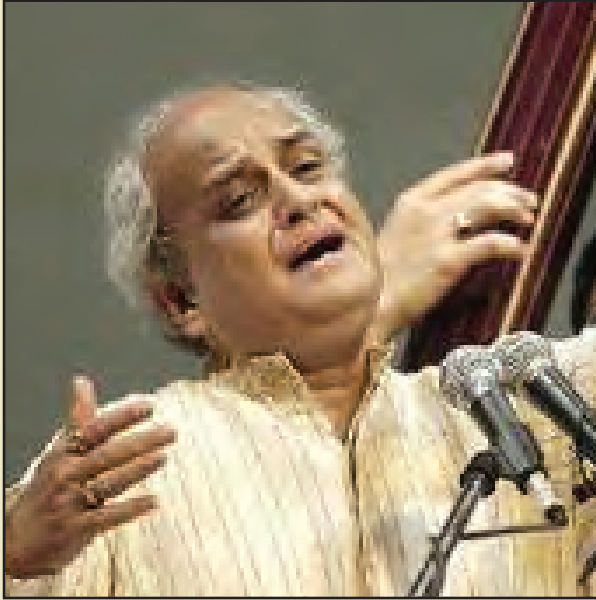
Financial Research and Trading Laboratory of IIM Calcutta will conduct a 2 day Financial Research Workshop during November 16-17 of 2012. The workshop will bring together reputed academics from all over the world and provide a venue to present and discuss research in various areas of finance. The workshop is a vehicle for presentation of work in progress. Those attending the workshop will get an opportunity to disseminate their scholarly work and interact with the eminent scholars and the brightest minds in the field. The paper presenters will also have the opportunity to interact with the editors/associate editors of reputed journals in finance.

### ***PGPEX Students to organize Lattice 2012***

Lattice, the annual Business Symposium organized by the PGPEX students of Indian Institute of Management Calcutta, will be held during 6-7, October 2012. With the theme "Winds of Change", Lattice 2012 aims to usher in a wave of new ideas among participants who will go on to make a meaningful difference in the corporate world and the society as future change agents. The two-day event will be graced by the presence of eminent speakers from diverse industries and it also has exciting events such as Business Quiz, Panel Discussion and Alumni meet in store.



## *An evening of classical vocal by Ulhas Kashalkar*



In an age when maestros of the older generation express fear of the decadence of Indian musical traditions, Ulhas Kashalkar's voice and music stands like the Colossus, as it were, an eternal reminder of the strength of this great art. The SPIC MACAY chapter of IIM Calcutta brought out an exclusive evening on classical vocal session by Ulhas Kashalkar on July 25, 2012 at the Joka campus.

Ulhas Kashalkar was born in a family of musicians. His father, Shri N.D.Kashalkar, a musician in his own right, initiated him into vocal music. In time, he was accepted as a disciple by such great masters of the art as Pandit Ram Marathe and Pandit Gajananbua Joshi. Thus he received training of the highest order in three distinct prominent gharanas- Gwalior, Agra and Jaipur. With a blessed voice and the gifted ability

to blend the three gayakees with authenticity and aesthetic excellence, he soon emerged to be one of the most formidable vocalists of the country. While his music remains well within the confines of tradition, the listener revels in an experience of listening to a seemingly new gayakee.

Widely regarded as the musicians' musician Ulhas Kashalkar is the leading vocalist of the current generation. No matter where he performs, he is received with great enthusiasm because of his gifted ability to capture the hearts and imagination of the music lovers. Ulhas ji is one of the most sought after artistes, both in India and in several other countries. He has performed at some of the most prestigious venues in the world like The Town Hall (Kolkata), Theatre de la Ville (Paris), The Lincoln Center (New York), The National Gallery of Australia (Canberra), The Concertgebouw (Amsterdam), The Esplanade - Theatres on the Bay (Singapore) and The Southbank Centre (London) to name a few. The number of record companies that have released his music world over is a reiteration of his popularity.

Ulhas-ji is the recipient of several awards such as the Padma Shri, Sangeet Natak Akademi Award, Jadubhatta Puraskar and Swar-Ratna Award and has been conferred with titles such as "Raag Rishi". For over a decade now, he has been with the ITC Sangeet Research Academy, Kolkata, as a Guru, producing numerous students of high calibre. A torchbearer of India's pristine musical tradition, Ulhas Kashalkar continues to enthrall and take his audiences on an ecstatic journey through his music.

## *A few other SPIC MACAY events*

SPIC MACAY chapter of IIM Calcutta organised a series of classical musical performances at IIM Calcutta Joka campus during the last quarter which included a sitar recital by Pt. Kushal Das, a senior and acclaimed Kolkata-based artist who was accompanied by Pt Subhankar Banerjee in tabla. on June 27, 2012. Noted exponent of Hindustani classical music, Partho Sarothy Chowdhury accompanying with Ashis Paul in tabla performed sarod recital on July 2, 2012. The last one in the quarter was the sarangi recital by Sarwar Hussain on August 29, 2012.

## 2012 Fellowship programme batch profile



Ever since its inception in 1971, the Fellow Program at IIM-Calcutta has been providing dedicated and qualified researchers to the nation and beyond. It has carved out a niche for itself in the intellectual landscape of the country and is now striving to inform as well as learn from the global discourse as well. The intoxicating mixture of erudite faculty, stimulating environment, serene surroundings and opinionated colleagues has captured the imagination of many batches of fellow students. In this long and proud tradition, we are pleased to welcome this new batch of scholars and we wish them all the best in their professional and personal endeavors.

### **Bikramjit Ray Chauduri**

Bikram has done his schooling and higher education in Kolkata and worked here for CESC for 9 years before going to IIM Kozhikode for his PGDM. He has since then worked in L&T in Mumbai and Indonesia for 9 years in functions ranging from Marketing, Finance, Strategic Management, Supply Chain, HR and BPO. He was a DGM in the organization before he decided to utilize his experience in the industry in academics. He has a 11 year old son and his wife is a Kathak exponent. He likes collecting old LP records of western pop. He likes to play Strategy games and is an avid follower of cricket, Formula 1 racing and Tennis. His favorite players are Azharuddin, Kimi Raikonen, Roger Federer and Martina Navratilova

### **Samarpan Nawn**

Samarpan is a statistician from ISI who decided to

pursue an academic career after working for 6 years in the financial sector with Nomura. He worked with the Capital Markets division of the Investment Bank working on the Equity derivative strategy. Samarpan did his under-graduate degree from Presidency College. He is a gourmet who also loves to cook. He is also a keen Table Tennis player.

### **A.K.Z. Alam**

Alam is an engineering graduate from Jalpaiguri Government Engineering College. His stint in IIT Kharagpur as a Junior Research Fellow in Automatic Speaker Recognition on VoIP inspired him to further his career as a researcher, and join the Fellowship program in IIM Calcutta. His research interests include Economic Forecasting using machine learning, Data Mining and Game Theory. Alam is also interested in the area of Ad-hoc Networking. Alam has an eclectic range of interests outside the academic world that include short film making, watching psychedelic movies, listening to Led Zeppelin, Nirvana, Pink Floyd, Deep Purple, Metallica and Poets of the Fall. He is also a keen footballer and likes to spend time catching up with friends on Facebook.

### **Sudhanshu Shekhar**

Sudhanshu is a computer science graduate from BIT MESRA (Ranchi). He has worked in Deloitte and HSBC over a four year period as a Data Analytics Business Analyst. His work included process re-engineering and MIS reporting. He is extremely interested in topics like Indian Ethos in Management,

Ethics and Spirituality at workplace. He likes to read fiction as well as non-fiction. He is also a very good Table Tennis player and is looking forward to using the IIM Calcutta facilities and participating in campus events related to Table Tennis.

### **Ratna Teyang**

Ratna is an anthropology student who has done his undergraduate coursework from Pragjyotish College, Guwahati University and graduate studies from Rajiv Gandhi University, Itanagar. He is a NET-JRF scholar and was a Junior Research Fellow for a year. His academic interests include Anthropology of Borders and Borderlands and Anthropology of Public Policy and Management. He is extremely interested in reading and is a keen writer as well.

### **Shounak Basak**

Shounak is a Mechanical engineer from Jalpaiguri Government Engineering College and subsequently did his Masters in Machine Design from IIT Guwahati. He has worked in GE for 5 years in Mechanical Design of Gas Turbine (Structural Design). His research interests include Mathematical Modeling and Optimization. He is an ADDA expert and a keen purveyor of the Indian political situation.

### **Milan Kumar**

Milan is a Maths Honours student from Ramjas College who then did his M. Sc in Operational Research from Delhi University. He worked in Evalueserve for about 2 years in Market Analysis with a focus on segmentation, customer grievance redressal and campaign management of Broadband Acquisition Campaigns. His academic interests include Inventory Management in sectors with erratic demand-supply cycle and effect of macro variables in Inventory Planning. Milan is interested in reading non-fiction especially that related to politics and economics. Milan is also a very good basketball player and is keen on trying out the IIM Calcutta basketball grounds for size.

### **Ankita Singh**

Ankita is a Psychology major from University of

Allahabad. She majored in psychology and economics in her BSc. She is extremely interested in pursuing research of Management in the Third Sector. She loves traveling and is interested in listening to music as well. Ankita is also a badminton player.

### **Divya Sharma**

Divya is a Computer Science engineer from NIT Hamirpur. She has worked in Belzabar Software Design India Pvt. Ltd & National Informatics Centre (NIC) for four years. She has been involved in software programming and design. Her stint at NIC has awakened her interest in e-Governance and she wishes to pursue research in this area as a part of the Fellowship program. She is interested in reading fiction and non-fiction and is a keen writer as well. Divya also likes to play badminton in her spare time.

### **K. Somanadha Babu**

Somanadha did his B. Pharmacy (Hons.) from BITS, Pilani and PGDRM from IRMA. He has worked for about 13 years and was last working with HDFC Bank as a Senior Manager – Credit Analyst. He was involved in the under-writing of Wholesale Credit Proposals and Portfolio Risk Management. He was also associated with the Microfinance sector during his stint with HDFC Bank. His interests in the study of Multiple bottom lines for sustainability, and "Indian" business models propelled him to join the Fellowship program at IIM Calcutta. Somanadha is a keen gardener. He likes to listen to Illayaraja songs, Jesudas songs and Carnatic Classical music. He is also a keen basketball player.

### **Gurpreet Kour**

Gurpreet is an outstanding athlete and a management professional. She did her MBA in Marketing from Jammu University. She worked in WaterHealth India Pvt Ltd. For nearly 2 years as a Senior Executive (Operations). Her academic interests are in the areas of Consumer Relationship Marketing, Consumer Behavior, Social Marketing, Competitive Strategy and Marketing Analytics. She likes dancing, cooking



and traveling. She has been a participant in the national level athletics meet in the 100 meters and long jump events.

### **Amrita Das Dutta**

Amrita is an architect from NIT Trichy. She is COA registered and has worked with firms like DMA, HI, and HSCL for about 2.5 years. She has been involved in the design and presentation of designs. During her stint with HSCL she worked on the design of CMD secretariat which involved communication with Ministries and other units and also drafting of policies. She is interested in studying gender based issues in workplace, work-life balance and its correlation with efficiency, satisfaction and job involvement and leadership. She is interested in writing poems, designing, drawing, dramatics and cooking. She also likes to play badminton and throwball and participate in athletics events.

### **Vaishanvi Tunuguntla**

Vaishanvi has just graduated from Osmania University. She wishes to pursue research in Supply Chain Management. She likes to play badminton. She also learnt Carnatic classical music for 2 years.

### **Bharat Goel**

Bharat did his B.Tech in Engineering Physics from IIT Delhi and worked with Consultus\_India for a year and half before doing his PGDM from IIM Calcutta. His academic interests include Microeconomics and Game Theory. He likes to play chess and swimming is one of his passions. He likes to read fiction in his spare time.

### **Ridhi Agarwal**

Ridhi is a commerce student from J. D. Birla college, and did her PGDM from IIM Kozhikode. She has worked for 5 years and her last employer was International School of Business & Media, Kolkata where she was working as a faculty member. She is interested in entrepreneurial marketing, consumer behavior and brand management. She is interested in reading, watching sports and traveling. She is a

very good player of Scrabble and other board games, table tennis and a reasonably proficient swimmer.

### **Mayurakshi Chakraborty**

Mayurakshi obtained her M.Sc. in Economics from Presidency University. She has worked for about 2 years with IIM Calcutta as Teaching Assistant. Her research interests include issues around Globalization and inflation. She is not heavily involved in playing any sports but like watching sporting events. She likes listening to music, is a reasonably good photographer and likes cooking. She is also interested in making advertising films, and also exploring uncertain images with ink and imagination. She has also published some very short poems.

### **Dipankar Sen Gupta**

Dipankar did his Bachelors in Agriculture from Visva Bharati University and PGDABM from IIM Ahmedabad and has worked for about 9 years. He is interested in listening to Kishore Kumar songs and taking the lead in ADDAs.

### **Vidhu Shekhar**

Vidhu is a B. Tech (H) from IIT Kharagpur and later did his PGDM from IIM Calcutta. He has worked in firms like New Vernon (\$2bn Hedge Fund) and QVT (\$6bn Hedge Fund) as an Investment Analyst involved in Private Equity & Public market Investment. His research interests include Development Economics and Monetary Economics. Vidhu has a few publications to his credit in journals like IIM Lucknow's Finance Research Journal Mudra and a paper in a Conference on Computational Finance in London. He is very good poker player and a bad singer. His skills in chess are moderate. He is a voracious reader and likes to read fiction and non-fiction.

### **Smita Chaudhry**

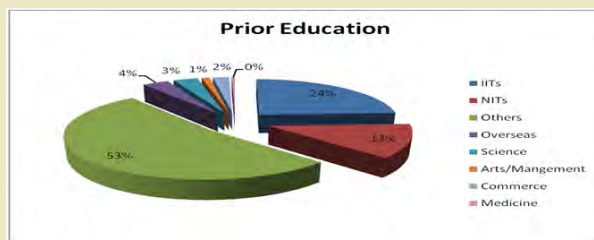
Smita Chaudhry did her PGDM from IIM Bangalore and worked for 10.5 years in Change Management in IT implementation.

## 2012-14 PGP batch profile

The batch of 2012-2014 (a.k.a Batch of 49/19; 49th batch PGDM, 19th batch PGDCM) at IIM Calcutta comprises of 462 students, 51 of whom are female (11.03%). The increase in female students is around 4% as compared to the batch of 2013.

### Prior education:

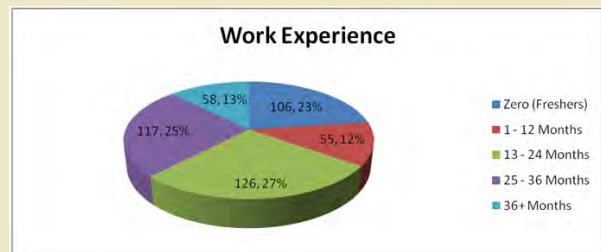
Students from IIM Calcutta typically have a history of academic brilliance displayed all through their educational years. Every year, the best students from India's premier institutes are admitted to the campus. This year too, 24% of students in the PGP1 batch have received an IIT degree and 13% of students are from NITs, while 53% of students have studied in other Indian engineering colleges. The batch of 49/19 comprises of 94% students with an engineering background while 3% of students have a pure sciences background. The rest of the students (3%) have degrees in medicine, commerce, management or arts. There are also students with unorthodox educational backgrounds like design engineering and hotel management. It is interesting to know that about 4% of students have previously studied in colleges abroad, like London School of Economics, Harvard University, Duke University (USA), NUS, NTU (Singapore), Singapore Management University, Academy of Art University, and University of Toronto.



### Work Experience:

Compared to the last batch, this batch has a smaller fraction of students with no prior work experience. Last year, that number was around 32%, while this year, it is 23%. It is interesting to note that a

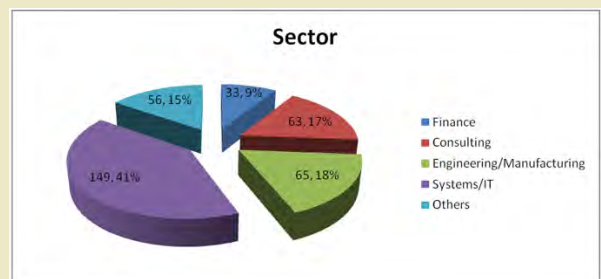
considerable fraction (13%) of students have work experience of more than 3 years, and some with as high as 8 years. The average work experience of a student in the PGP1 batch is 21 months. This is a slight increase as compared to the previous year when the average work experience was 18 months. The incoming batch also includes the author of a novel which has sold over 5000 copies. (The first of the two numbers in each section of the charts below refers to the actual number of students in that category).



Breakdown of work experience for Batch of 49/19

**Students with more than a year of work-ex now constitute almost 65% of the batch compared to around 50% in the last couple of years.**

### Sector of Prior Work Experience



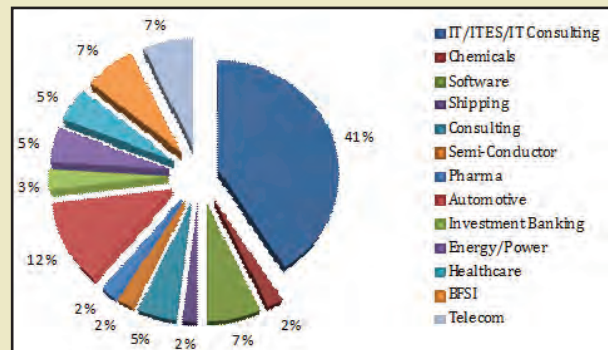
This year, 26% of the students who have prior work experience have worked in finance and consulting, the preferred careers of IIM graduates. This is a sharp rise as compared to the previous year, when the number stood at 16%.

## 6th batch of PGPEX batch profile



The current PGPEX Class of 2013 has batch strength of 42 students from diverse age groups and work experiences. The batch has a high average GMAT score of 717 with the highest score being 770 and quite a few students obtaining a score of 750 and above. The minimum work experience for the batch is 63 months and the highest work experience is 190 months. This shows the vast diversity of experience that is available in the peer group. The students in the lower experience bracket benefit from the different points of view brought on to the table by the higher experience bracket students, while the more experienced set benefit from the fresh and innovative thoughts that the younger

students contribute. The batch also boasts of an average international work experience of 23 months. This diversity in experience is also spread across a variety of domains. While the majority of the class is from a technical background, they have come here with a significant amount of business domain knowledge from their respective industries. There are representations from Automobiles, BFSI, Telecom, Healthcare, Energy & Power, Pharmaceuticals, Shipping and Chip Designing to name a few. Having such varied business domain knowledge in a single



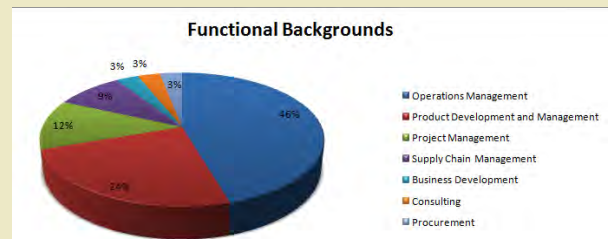
batch helps the class learn extensively from the peer group during case discussions and project executions.

## 6th batch of PGPEX VLM batch profile



The Batch comprises of 33 students with rich professional experience in manufacturing domain across various industrial sectors such as Automobile, Metal, Aerospace & Defense, IT & Consulting, Chemical, Electronics, Consumer & Industrial Goods, FMCG, EPC, Heavy Engineering and Power. The students possess diverse functional experiences of Operations Management, Product Development,

Project Management, Supply Chain Management, Consulting, Procurement and Business Development. Prior to joining this program they served as managers and junior managers in their respective companies with work experience level ranging from 5 years to



14 years. Diversity of functional expertise in a heterogeneous team empowered with managerial acumen is the hallmark of this batch.



## *The 5th batch of PGPEX Placements*

The placement for the 5th batch of PGPEX has been completed successfully. The batch had a total of 44 students where 3 of them were on sabbatical and 4 did not participate in the placement procedure. The remaining 37 students who did participate in campus placement have been satisfyingly placed. They have been offered senior management positions that included Vice President at Take Solutions and iNautix Technologies Ltd, Executive Assistant to the MD of Medtronic, Head Strategist to CEO's Office at Wipro BPO, Senior Business Manager at Cognizant Technology and HCL Technologies Ltd and Senior Consultant at Cognizant Business Consulting.

The sector wise distribution of offers include 11 in consulting, 18 in IT consulting & telecom, 7 each in product management and sales & marketing, while 5 in business development and 1 in general management.

Names of the companies that participated in the recruitment process are Bain Consulting, McKinsey IT, Keane Consulting, Microsoft, Google, Cognizant Business Consulting, Infosys, Amazon, iNautix, Carestream, Corporate Executive Board, Accenture, HCL Technologies, Take Solutions, Tech Mahindra, Dr. Reddy's Lab and Wipro BPO. 51 companies participated in total extending 49 total job offers. The first time recruiters to IIM Calcutta's placement programme for the 5th PGPEX batch were Sears IT, Medtronic, Keane Consulting, CGN Consulting, Fi-Tek, Microsoft, Accenture BPO and Wipro BPO. The highest number of offers (10) was made by Tech Mahindra whereas the highest paid offer was received from Take Solutions. The highest pay package offered was that of Rs 28.00 lacs while the average being of Rs 20.40 lacs.

## *The 5th batch of PGPEX VLMP Placement*

The 5th batch of PGPEX VLMP program had 34 students out of which 3 were sponsored implying that 31 students participated in campus placements procedure. Consulting stalwarts like McKinsey & Company, Cognizant Business Consulting, Wipro Consulting, TATA Consulting, CGN & Associates, Renoir Consulting, CII Consulting and Amazon participated in the placement process. The students have been offered roles of Consultant, Senior Consultant, Counselor and Senior Specialist. The other functions in which students have got offers include Operations, IT, Supply Chain, General Management, Business Development, Innovation, Research & Development. So far 25 companies have participated in the final placement process

making 33 offers to the candidates and in addition seven PPOs were received from the companies that participated in the internship process. Hence a total of 40 offers were extended to the students of the 5th batch. The salaries offered ranged from Rs 8.0 lacs to Rs 16.80 lacs. Shinsei Bank offered the highest salary of Rs 16.80 lacs. Tata Consulting and CGN & Associates extended the four highest paid offers. The sectors included auto, pharma, metal & mining and oil & gas. Amazon, Dr Reddy's Laboratories, Murugappa Group, CGN & Associates, Renoir Consulting, Hero Moto Corp, Ess Dee Aluminium, Cognizant Business Consulting, GVK Infrastructure, JDA Software and Empire Industries were among the first-time recruiters this year.

## Shahvir Farhad Irani, PGPEX 36/6



Before being welcomed within the hallowed portals of IIMC, Shahvir was a person with a dual personality – a modern day Dr. Jekyll and Mr. Hyde. Throughout the day he would work as a project manager for a leading financial services firm, but come evening he would shed his suit, shed his tie and don the role (quite literally) of a lead stage actor cum speech-drama teacher. Having done his certification from the Trinity College London in Speech and Drama, he began training children in the same and has been doing that for over a decade now. He also conducts soft skill trainings for corporates on topics ranging like Effective Communication and Customer Satisfaction. Shahvir has acted in numerous professionally staged plays, working with theatre veterans like Raell Padamsee and Mahabanoo Mody-Kotwal (a director-producer who has worked with Oscar winning actresses like Jane Fonda and Marissa Tomei). Due to his experience in theatre and involvement with children, he has often being invited to judge inter-school and inter-collegiate elocution and dramatics competitions. With a firm belief of giving back to the community, whilst in London

he trained marginalized children from local schools in theatre and back home in Mumbai he taught underprivileged people in night schools, both through local NGOs.

So what has changed since being under the IIMC umbrella ... Well, let's just say that with the gamut of opportunities, the 'Dual' personality has now become 'Multiple'.

## Anindya Bhattacharjee, PGPEX 4/6



An obsessive jack-of-all, Anindya has travelled near and far conducting and organizing quizzes, is a wannabe music composer, who once played the bass guitar on a keyboard in a performance, and compulsively fiddles with half-a-dozen musical instruments when he is not programming songs. Anindya is intrigued by maths, sciences and game theory and once presented a paper at a technical festival on practically realizing the simulation shown in the movie The Matrix (the movie) for real. He also believes in "industrial production" of poor humour corroborated by an incident once when on being offered "paan", he politely declined, saying, "no paan intended".

## Interviews

## Dhananjay Wanare PGP2013



Budding Theatre Artist and Film maker of IIM Calcutta

Interviewed by Vaishakh Venugopal, PGP2014

Dhananjay Wanare, a student of IIM Calcutta has worked as director and a scriptwriter for short films which have been featured in various national and international short film competitions. In this interview, Vaisakh has tried to bring out Dhanajay's inspiration for following this path, the diversion to an MBA and his future goals.

**Q1. Dhanno, we all know how interested you are in theatre and direction. What inspired you to take up direction in short films? How did it all begin?**

Interest in direction and other art forms got cultivated in me during my graduation days. I used to be very curious about new art forms during my graduation days in Pune Institute of Computer Technology. My journey into film

making started when I, along with a group of friends, decided to enter into a national level short film competition. While making that film, the bug of direction caught me and I have actively pursued it ever since.

**Q2. You were working as a software engineer in Pune before joining IIM-C. How did you manage to balance your work and film direction at that time?**

If I had to answer that question with one word, then it would be Passion. Some people like to play in their spare time, some like to read while my spare time activity was making movies or involving myself with theatre. I had always treated theatre as a hobby. During my working days, I used to do professional shows with my theatre group on weekends. Balancing work and my hobby was thus easier for me as I didn't let theatre interfere with my work but focussed on my hobby in my spare time. This will help me in the future too as I feel that I will be able to balance a corporate career and my hobby in future.

**Q3. Can you elaborate on your experience during work in theatre?**

During my four years of graduation, I worked in theatre and had won several trophies and theatre competitions all across the country. During this time, I was able to initiate

new art forms such as sand animation, shadow events and UV light choreography. It was an enriching experience and quite fun too. Since I treated it as a hobby, these efforts were just avenues of enjoyment for me and I have a lot of good memories associated with these events.

*Q4. Do you plan to follow your dream of working in film industry?*

Theatre is my passion and I would love to keep doing theatre. Moreover, I would not restrict myself to just theatre or film direction but would love to try out newer art forms.

## Bhupesh Manoharan

**PGP 2014**

Interviewed by Aswin Murali



Bhupesh wanted to pursue medicine but ended up as an agriculturalist before he joined IIMC. In the interview that follows, he talks about the strange turns his life has taken.

**Q. Hi Bhupesh, I just had a look at your CV. Thanks for agreeing to share your story with us. Lets start with your college life. I know you**

**started out as a student of medicine, and finally graduated in Public Administration. Can you recall the times?**

Pursuing medicine had been my childhood ambition. I cleared the TNPCEE exam in 2002 and got admission in Salem Medical College, but in my college I had a freak accident and developed a viral infection from a cadaver during an anatomy practical class in my first year which resulted in severe aversion and depression. So with the advice of my professors I had to discontinue medicine with a heavy heart. But medicine has continued to fascinate me even today, even after discontinuing it, I have great regard for the profession and I have tutored 37 students to enter into various medical colleges of Tamil Nadu in the last 4 years.

**Q. Its great that you showed strength to overcome the difficulties. Even if we leave the personal matters aside, changing sectors is a tough job by itself. Interestingly, after graduation, you chose a new domain for work – agriculture. Where did that come from?**

I had always had a great passion for agriculture from childhood. I was from a traditional agricultural family and always wanted people to eat nutritious and pesticide less food. But almost everyone in my village was involved in inorganic agriculture. I wanted to prove that organic agriculture was really profitable and the best way than the traditional one. That became the spark and driving force. Actually, I read a news article that an agriculturist in Kerala was producing 25 lakhs profit in a single acre of land through organic agriculture. I really wanted to emulate such a model.

Although, I was from a traditional agricultural family, I did not have any direct involvement in agriculture until 2009.

It is quite possible that a new art form captures my imagination so much that it would prevent me from doing theatre in the future. I wouldn't call making films a dream but it is just an interest for me. My creative talents along with an MBA can be put to good use at a media company as I believe that I will be able to appreciate the creative nuances along with applying my managerial acumen.

Thanks Dhanno for your time.

**Q. That's interesting. Can you tell us about your experience in farming?**

I practiced integrated organic agriculture for the past three and half years. Integrated agriculture is a system in which one component of the farm complements another component. I integrated the livestock and crop production systems. The average profit an Indian farmer earns from an acre of land is around 4000 to 7000 rupees. Through careful planning, I was able to generate almost 450000 rupees from a single acre and that too for three consecutive years. I did this through innovative feed management and zero budget agriculture methods. I was able to nullify the use of fertilizers and pesticides, by introducing new methods of agricultural practices which included the cultivation and use of an aquatic fern azolla, which enhanced the soil nitrogen content by nearly 30% when allowed to flourish before transplantation of the main crop in the field. I also ended up manufacturing indigenous plant nutrients like jeevamritham and panchakavyam using organic products which helped to add humus to the soil without disturbing the pH of the soil. Moreover, I also developed a marketing strategy of selling the agro products through a new start up myself.

**Q. Wow! Thats great! Tell us more. Something about starting with livestock, fish farming , apiary etc. Was it not too many wheels rolling at the same time?**

An integrated agriculture system doesn't get complete without livestock and fish farm. In fact my biggest success in monetary terms came from both of these. I visited the Tamil Nadu veterinary and animal sciences institute and effectively studied the aspects of livestock management. The professors there were very helpful and I attribute my success in livestock management only to them.

**Q. Did your family support you throughout? I am sure they had concerns.**

My brother has been my greatest supporter and biggest critic. I always used to tell him- the sole reason for farmers' suicide in India is farmers themselves- because they are practising agriculture in a wrong way. I want to prove that if done correctly, this is the most profitable business in the world. There are enormous entrepreneurial opportunities available in the field of organic agriculture. Initially my parents were a bit reluctant to support my decision of taking up agriculture, but soon they understood my passion and their support was enormous. I don't think I could have achieved what I had without their help and blessings.



## ***Entrepreneurial initiative by students***



Paradigm Career Consultants is an entrepreneurial initiative started by 8 students of IIM Calcutta. The team members were Vivek Jha, Yogesh Shivan, Vishal Rathore, Amit Kumar, Saurabh Aggrawal, Ashish Anand, Sanyal C and DevaVrata G. Their aim is to provide career guidance to school students from standards 9th to 12th. The venture was initially started as a requirement to the course “Managing New Ventures” under the guidance of Prof. Anjan Raichaudhuri, but looking at the overwhelming response received from our clients and customers, the students intend to continue this venture as a fulltime responsibility.

As a requirement of the above mentioned course, they had to start and manage a new venture. Unlike other participants of the course who decided to sell something on the campus, as is done every year, the students for this course were inclined to launch something substantial which would benefit many people and were also bent to continue it fulltime if we get good response.

After much brainstorming they were able to identify

an opportunity in the education sector. Having gone through the same phase and having felt the requirement themselves, they decided to conduct general career counseling sessions for school students.

The team comprises of 8 members having diverse industry experience varying from IT, Finance, Banking to Marketing and Infrastructure. One of the team members also has a teaching experience of over 7 years.

They began by approaching schools directly and offering to conduct counseling sessions at a time convenient to them. To recover the operational expenses a very nominal fee per student is charged. Fee charged is differentially priced, based on the school profile and the capacity of students to pay. Sessions are also conducted free of cost for under privileged students studying in government schools.

Till now they have successfully conducted 3 counseling sessions at Kendriya Vidyalaya, Kolkata attended by over 200 students and 1 student interaction programme at M.P. Birla Foundation Higher Secondary School, Kolkata. The response and feedback from students and school authorities were overwhelming. Talks are in advanced stages with few other schools in Kolkata where only the dates remain to be finalized.

During the second phase of the project, they plan to conduct similar sessions in schools outside Kolkata and also for college students. They have already received offers for collaboration from some other companies working in the domain of career guidance.

## ***PGPEX students at Valhalla***

Students of PGPEX participated in XLRI hosted national-level B-School competition, Valhalla during July 28-29. Neha Verma won Gold medal in Girl's Throwball category, Hitesh Singh won Silver in Men's Swimming category and Shahvir Irani judged as Best Actor in Dramatics ..

## ***Fulbright Research grant received by our student***

Shri P. Srikant, FP/01/09 visited the Ross School of Business at the University of Michigan during October 7, 2011 to May 17, 2012 on a Fulbright-Nehru Doctoral and Professional Research grant.

## ***Fire fighting training***



A Fire fighting training was organized at IIMC on July 04 by a team from Fire Check (India) Agency. The training was attended by 31 employees including security personnel. The session had a mix of class room lecture and on-field demonstration with a written examination in between. The practical session with a mock fire drill was really a superb experience for the participants.

## Additional features in our webmail service

The Institute's email system (qmail.iimcal.ac.in) has been migrated to a new server of higher configuration. Procured recently, the server has become operational from Sunday, 26th August 2012. In the new server, all faculty members will get 1GB mail box space and others 500MB mail box space. There will be little change in the webmail frontend. The additional services that are available include the ability to send

mail from outside campus using our SMTP (from other mail clients e.g. outlook, gmail etc), auto reply mail on vacation, auto complete address, availability of local address book, composing mail in regional languages and the ability to delete mails when mail box is full without increasing the mail quota by the system.

### Accomplished sports person joins IIM Calcutta



Sub Maj (Hony Lt) Ganga Dhar Ghorai (Retd) joined as Assistant Manager: Campus with effect from July 23, 2012. He is an accomplished sports person and trainer. He has won numerous awards in national and international level on water sports category, which included gold medal in 3rd Asian Rowing championship in 1989. He has trained 21 players in international level. As a national coach he has achieved 190 gold medals, 96 silver medals and 86 bronze medals while as a trainer at international level, he has achieved 2 gold medals, 4 silver medals and 12 bronze medals.

### Appointment of CAF

Shri S. S. Panja has joined our Institute as Chief - Accounts & Finance on May 1, 2012. Shri Panja did his BSc (Hons.) in Physics from the University of Calcutta, and Bachelor of Law from the University of Calcutta. He is a Chartered Accountant and a Fellow Member of the Institute of Chartered Accountants of India. Prior to joining IIMC, Shri Panja worked as Advisor (Finance) at the Indian Institute of Science Education & Research, Kolkata from January 2008 to April 2012. Shri Panja worked as a Deputy Chief Executive (Finance) at the Indian Statistical Institute from November 1981 to December 2007.



### QIP for staff launched

As a part of organization development activities, training of officers has been started and is being conducted once a month during the monthly officers' administrative focus meeting. Understanding the importance of similar programme for the staff a proposal was developed and as per the recommendation of the Finance Committee it has been approved by the Board during the 204th BoG meeting held on July 11, 2012. The programme has

been launched in September and is termed as Quality Improvement Programme (QIP) which will benefit 180 permanent, contractual and outsourced staff members who will be divided into 4 batches of 45 each. This weekly QIP will be held on Fridays from 2:30 P.M. to 5 P.M. If Friday happens to be a holiday then the QIP day will be the previous working day. Training for the Group D staff will be planned subsequently.



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