

THE
WIMMIAN

Volume: 1 | Issue: 3 | February 2019



Tri-annual

VIKRAM SARABHAI LIBRARY - THE STORY OF RESTORATION AND UPGRADATION

SPECIAL FEATURE

UMEED - 1,000km
Cyclothon

FELICITATION

Prof. AK Jain -
50 Years at IIMA

ALUMNI WRITE

Sunsets in Our
Sunset Years



A MONUMENT AS TALL AS ITS HERO

Architect of United India

The Statue of Unity, being the World's Tallest Statue, pays a fitting tribute to India's 'Iron Man', who with his visionary statesmanship united 564 scattered and recalcitrant princely States to form a unified India. This inspirational colossus stands as a beacon to future generations and as the pride of India.

A Notch above the Rest

The 182 metre Statue of Unity is situated at the Sadhu-Bet Island, approximately 3.5 km south of the Sardar Sarovar Dam at Kevadia between the Vindhyachal and Satpuda Ranges in the Narmada district of Gujarat. A 300 m long bridge connects the Sadhu Bet to the Memorial and Visiting Centre, which has been developed at the site having all the attractive facets of a tourist hub with both edutainment and entertainment features. An Exhibition Hall is also developed as a visitor attraction focussing on the contributions of Sardar Patel. Many other sightseeing facilities accord a rare enjoyable ambience to visitors at the Statue of Unity.

Out-of-the-world Atmosphere

Statue of Unity and its premises have been conceived and developed as an outstanding tourist hub. A visit to the site is going to be an unforgettable experience for every visitor.

Exceptional Attractions



Shrestha
Bharat Bhavan



Museum &
3D Projection Mapping



Research Centre



Monument
View Point



Tent City



Valley of
Flowers

Upcoming Attractions:



Horse Ride



Water Sports
including Boating

Come to the World's Tallest Statue to know more about this Visionary Leader.

Best time to visit: The Statue of Unity site is open to tourists for visit every day from 09:00 AM to 05:00 PM. The site remains closed on Mondays, so you can plan your trip accordingly.



For Further Information, log on to: www.gujarattourism.com
For Tent City Booking, log on to: www.tentcitynarmada.com | www.statueofunity.in

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Dear WIMWIANS,
Greetings!

Trust you enjoyed reading the stories on community engagement in the last issue that provided a glimpse of what IIMA alumni are doing in the social space. We plan to take up other themes to showcase the contribution of Wimwians in different spheres.

As you know, the heritage campus of your alma mater is facing a variety of structural and other issues. The buildings are old and require significant efforts to restore and reconstruct. I am delighted to report to you that the Vikram Sarabhai Library has been repaired, restored and most importantly, transformed. The support of TCS was critical for this endeavor as this effort entailed significant expense. The pictures in this issue and the piece by our librarian Anil Kumar would give you sense of the enormity of the effort and the transformation that the library has gone through as a part of the restoration exercise. I am sure you would love the new ambience which is quite modern while the spirit of the Louis Kahn architecture is retained. We hope to raise more resources to restore and modernize the rest of the Louis Kahn Plaza buildings. Any support that you can provide for raising resources through CSR and other funding would very useful.

It is almost a year since we initiated the formation of Special Interest Groups (SIGs) to enhance alumni engagement. As I mentioned in my last editorial, fifteen SIGs were created to elicit interest from alumni. The response was very enthusiastic and we have been working on mechanisms to make the SIGs vibrant. It is taking time but hopefully we are laying the right foundations to make the SIGs meaningful and sustainable. Of the fifteen SIGs, coordination teams for six have been formed and they are interacting with the larger group to identify activities that will be of interest to various stakeholders. These teams consist of alumni, faculty and current students affiliated to different clubs. A few alumni chapters have also organized events around some of the SIGs which shows that SIGs can potentially become useful for meaningfully engaging with alumni in different cities. A wide ranging set of activities are being planned by the SIGs and it is expected that such engagement would result in alumni members of the SIGs contributing to research, case writing, curriculum development, workshops and teaching on campus. I urge all of you to actively participate in this endeavor.

The season of re-unions has just got over and as always they provided wonderful opportunities to interact with the alumni of different batches. In all, eight reunions were organized this time, of which seven were held on campus. About 500 alumni participated in these reunions with their families. Unlike last year, we are only providing limited details of these reunions in this issue but hope to cover them more extensively in the next issue.

I am happy to report to you that the research profile of your alma mater has been growing in recent years. As many as 35 papers were published by Institute faculty in the A* and A category journals during 2018. The list of books and papers published in other journals is also long and inspiring.

Finally, I must mention the heartwarming felicitation function organized by the alumni in Mumbai for Professor Abhinandan Jain. Alumni from all over the country participated in this emotionally charged event. It was a pleasure to be part of it and experience firsthand, the warmth of the alumni for their beloved teacher.

Warm regards,
Rakesh Basant
Professor of Economics
Dean, Alumni and External Relations

We Hear You

We continue to get feedback on the content of our magazine, progressively trying to enhance the quality of the content and presentation. The WIMWIAN wishes to take this opportunity to publish feedback that was received for the hardcopy and e-magazine of the previous issue. The Oct 2018 issue covered inspirational stories on alums who believed strongly on 'Community Engagement Matters', with exclusive focus on PGP 1991 batch, along with highlights from The Red Brick Summit 2018.

"Back to back issues of the captioned periodical reveal the height of greatness achieved by IIM-A, one of the country's premium educational institutions and establishes the truth that it is only through sheer dedication and steady contributions from thoughtful persons that a periodical excels its standard in every issue.

The Sector regulators for different Corporate bodies may find the research works done by some of the erstwhile management graduates of the Institute and published as 'Cover Story' worth reading.

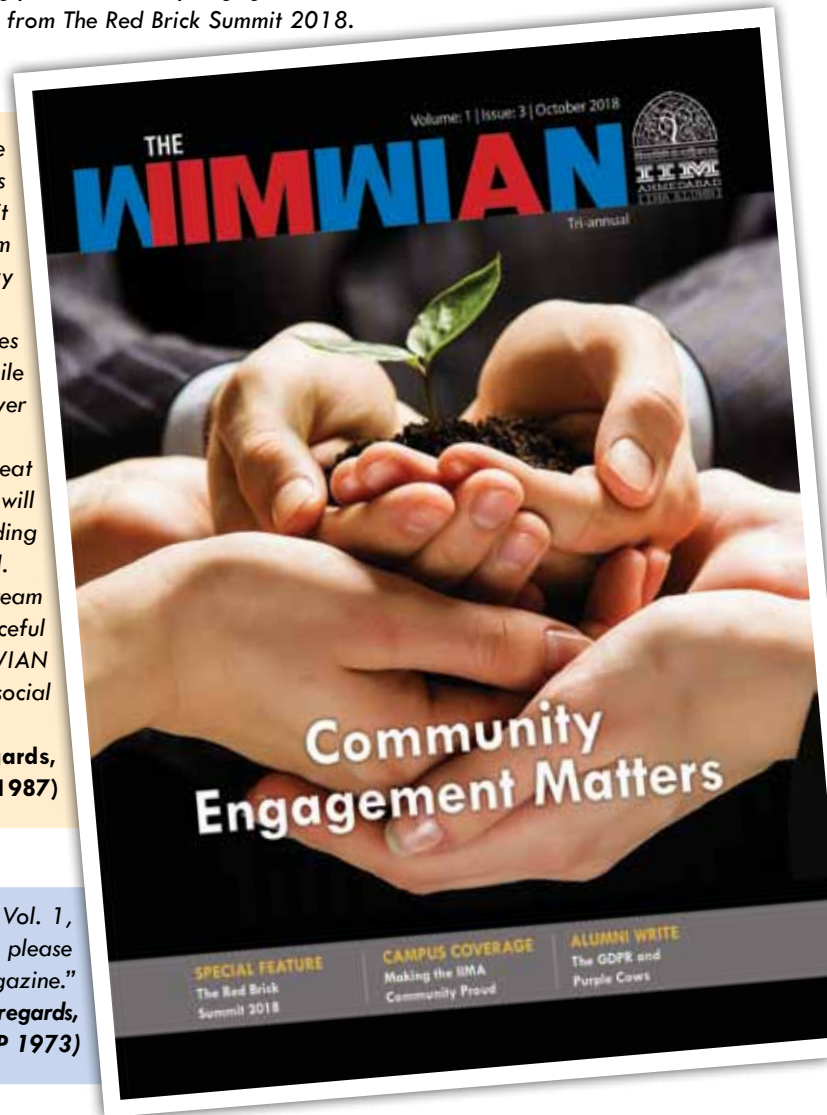
New and old quite a good number of alumni of our great institute can offer new ideas on development themes which will aim at benefiting poor and marginal communities by building social capital and ensuring supply stream with missionary zeal.

We thank the dynamic editor and his highly competent team to share their vision with us for poverty free, value based, peaceful society in all contexts as also for introducing to us a few WIMWIAN writers who are working on some important challenging social issues."

Regards,
Ajay K Banerjee (PGP 1987)

"I would like to acknowledge receipt of the WIMWIAN, Vol. 1, Issue 3, October 2018 sometime ago. I enjoyed reading it -- please pass on my Kudos to the editor and the staff producing the magazine."

Thanks and regards,
Ashok Subramanian (PGP 1973)



Dear Alumni,

Greetings! In this issue we intend to cover the story of restoration and upgradation of the Vikram Sarabhai Library. This issue also brings together a brief on the newly joined members of IIMA Board of Governors, facilitation of Prof Abhinandan Kumar Jain as the teacher extraordinaire and the fifth edition of the UMEED 1,000 km long Cyclothon where 3 Alumni Chapters came together to raise awareness about 'Girl Child Education'. The Feb 2019 issue also features highlights from CHAOS - the cultural festival of IIM Ahmedabad, along with many more updates, achievements and stories from the community. We wish that you enjoy reading the Feb 2019 edition of The WIMWIAN.

Aarohi Abhishikt Chauhan (Editorial Associate, wimwian-editorial@iima.ac.in)

COVER STORY

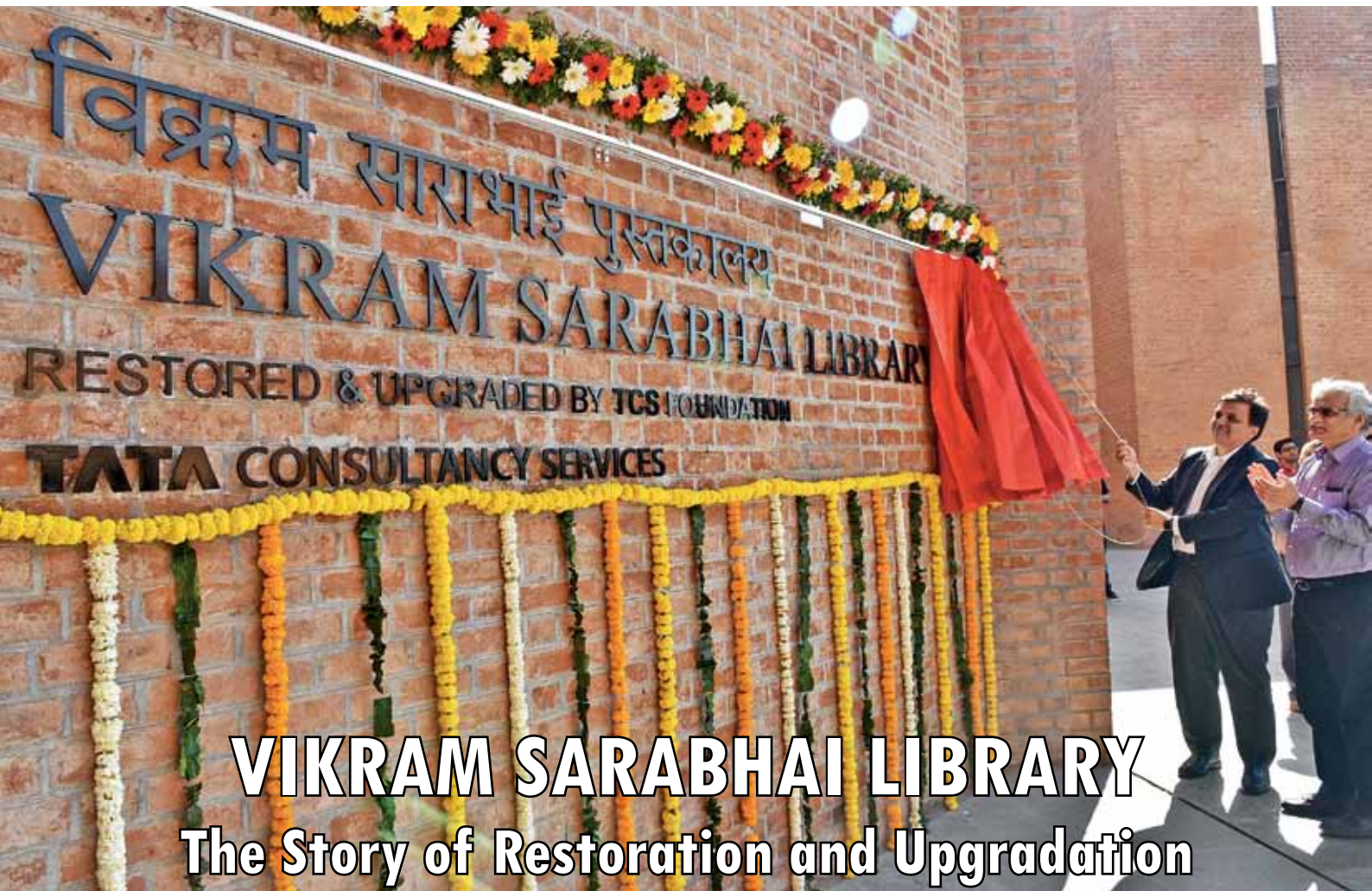


“ Basic social and economic change needs to be brought about gradually, and the more carefully and thoughtfully it is effected, the more permanent it will be. ”

- Vikram Sarabhai

(12 August 1919 - 30 December 1971)

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VIKRAM SARABHAI LIBRARY

The Story of Restoration and Upgradation

In 1962, Balkrishna Doshi, an important figure of Indian architecture, invited American architect Louis Kahn to design the IIMA campus spread across 60 acres. The construction was completed in 1974, the year when the world witnessed the sad demise of Louis Kahn who never saw the full-bloomed campus. The Vikram Sarabhai Library (VSL) being the most prominent building in the whole campus was named after Dr. Vikram Sarabhai, world renowned physicist and founding Director of IIMA (1962-1965). Set up in 1962, the library still has an impression of being one of the best business and management libraries in Asia. Recently, the restoration and upgradation of the library was successfully completed with an idea of strengthening the whole concept behind the Vikram Sarabhai Library (VSL), infrastructure wise and beyond. The renovation has changed the library to a dynamic collaborative research and learning space, with access to all the facilities of a modern library, bringing the building to the next state-of-the-art evolution.

Below is a brief of the whole experience and the efforts put behind the restoration and upgradation of the library by Prof. Anil Kumar H, Librarian and Head NICMAN, IIM Ahmedabad.

The Vikram Sarabhai Library (VSL), named after the great physicist, institution builder and founding Director of IIMA, was set up in 1962 and is one of the leading management libraries in the world. The library building is a part of the heritage campus of

IIM Ahmedabad, designed by the renowned architect, Louis Kahn. Located right in the centre of the Louis Kahn Plaza, it can be approached by an imposing and magnificent flight of the 'Harvard Steps'.



Milind Lakkad, Executive Vice President & Global Head -Manufacturing Business Group and Deputy Head HR, TCS presided over the inauguration of the renovated Vikram Sarabhai Library on 11 Mar, 2019

The exposed brick structure of VSL had undergone the routine wear and tear over the years, and was susceptible to more damage. Committed to provide the IIMA community with the best of the library spaces, the VSL restoration project was initiated. Initially looking to structurally restore the VSL, the Institute also took this opportunity to upgrade the spaces, services and technology in the library.

THE PROCESS The Institute through a global tender selected Peter Inskip + Peter Jenkins, a UK-based firm that had experience in advisory work for exposed brick buildings constructed around the middle of the last century, to help develop the RFP (Request for Proposal) for the VSL restoration project. The RFP, after extensive research based on site survey and visits by the consultants, was then floated to invite interested and qualified architects to engage in this project. It was through this process that the renowned restoration firm Somaya & Kalappa (SNK) was selected for the project.

The project was initiated in early 2014 and since it was a long term project and the academic activities



were ongoing round the year, the need for library services was continuous. Therefore, it was decided to relocate VSL to temporary premises in such way that the library services do not get affected. The process of relocation of VSL to KLMD building was in itself a large project as it involved converting the existing executive education space in the heritage campus into a library space. This also involved shifting the entire



Paying tributes to Dr Vikram Sarabhai, the landmark is an interactive, technology-rich space for collaboration and information discovery

collection of 250 thousand physical library items in addition to moving the existing library furniture, fittings and information technology systems.

THE SHIFTING It was March 2016 when VSL moved to the KLMDC building and it was notable that library services except physical borrowing or returning of books (suspended for ten days) functioned normally. All the online services were rendered as usual while the library moved physically to the new building. In fact, it was also commendable that the library issued about 50 books to a user (who demanded this to meet an academic deadline) when physical shifting of books was happening. This instance proved that the

planning and execution of the shifting was full proof, as the books were located within a few minutes.

The KLMDC library space was designed and developed in such a manner that it was almost impossible for new comers to make out that this was a temporary space and for the old timers, all efforts were made so that they do not miss the earlier VSL. All the user spaces that existed in the VSL main building were included at KLMDC building and they were lounge, cyber space, circulation counter, new arrivals/faculty display, reading hall, individual carrels, discussion room, audio visual room, etc. The temporary VSL was embedded into the interesting architecture of KLDMC

COVER STORY



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The process of restoration and upgradation of the VSL structures since 2016 was painstaking

so much so that it felt the building was designed for a large academic library.

Before the shifting took place, the plan, design and layout of the original VSL was finalised. The process of finalisation of the layout took more than a year and involved the library committee studying the proposal of the architect in detail. A number of meetings, of the library committee, with the restoration architect, meetings of the library team with the architect, meetings of the library team, feedback from the students and faculty, informal consultations with library experts, meeting of the library team with TCS team and a seminar on library spaces were some of the activities that lead to the development of the final layout of the VSL building as a part of the restoration and upgradation project.

THE RESTORATION AND UPGRADATION The design of the restored and upgraded library was based on a refined mixture of users' feedback, library expertise, architect guidance and international trends and the finally accepted main objectives of the project were:



Vikram Sarabhai Library organised a special display of books on TATAs



Vikram Sarabhai Library also launched Sahel - Virtual Reality (VR) Application. The application has been developed in collaboration with the TCS Entrepreneurship Junction Labs.

1. Restore the main library building structurally to make it safe and durable
 2. Upgrade the library to make it more relevant in the direction of global library trends in the technology domain
 3. Make the library an inviting space to meet the academic needs of its users like learning, research and collaboration
 4. Provide inclusive spaces and make VSL - disabled access friendly
- To meet these objectives, the restored and upgraded VSL now offers:
1. One floor dedicated to collaboration with discussion rooms, discussion pods, collaboration devices like connected displays, writing boards, etc.
 2. Individual carrels for silent study
 3. Restored main reading hall with multiple reading tables with a great reading ambience
 4. More natural light and supplemented by artificial lighting that provide prescribed lux levels in all areas of the library
 5. Reduced space for physical collection and increased space to the users
 6. Flexible and comfortable furniture for seating with Wi-Fi connectivity in all areas of the library
 7. New and bright shelves for stacking and display books, periodicals, magazines and newspapers
 8. Digital wall and terminals for online access to the book catalogues
 9. Upgraded terminals in the cyber lab to access online resources
 10. RFID system by to automate the borrowing and return of books



The Vikram Sarabhai Library team

11. VR (Virtual Reality) app to explore the library
12. Disabled friendly spaces like cyber lab, distance between shelves, toilets, etc.

These changes could define VSL as a truly hybrid library, blending the traditional print resources with the digital technologies, with the larger mission of making itself relevant to the research, education, and learning needs of the faculty, students and research community at IIM Ahmedabad.

MAIN CONTRIBUTORS The restoration and upgradation of the VSL is an important milestone in the history of the Institute and the main contributors to this project are as follows:

1. **Funding:** The fund raising team of IIMA lead by Prof Ashish Nanda (the then Director) and Tata

- Consulting Systems for funding this project
2. **Planning:** The Library Committee, Library staff and the Architects
3. **Execution:** All the contractors and workers under the supervision of the restoration project team of IIMA and the Library staff
4. **Support:** Electrical, Civil, Accounts, IT, Stores and Purchase, Estate, Housekeeping and Security departments
5. **Overall:** The encouragement and engagement of the Director, Deans, and the CAO has been commendable in making this project happen

In addition to funding, TCS has been actively engaged with the library team in developing the VR app in addition to making valuable contribution to the discussions while finalising the layout of VSL.

NEWLY JOINED MEMBERS OF IIMA BOARD OF GOVERNORS



Ms. Alka Bharucha

Partner - Bharucha & Partners

She has been ranked amongst India's leading lawyers by Chambers Global, Legal 500 and Who's Who Legal. In 2008, she co-founded Bharucha & Partners which, since inception, has been ranked by RSG Consulting, London among the top fifteen firms in India. She chairs the transactions practice at Bharucha & Partners. Her core areas of expertise are mergers and acquisitions, joint ventures, private equity, banking and finance. Furthermore, Ms. Bharucha's general corporate

work includes the establishment of mutual funds and providing regulatory advice to foreign institutional investors, foreign venture capital investors, merchant bankers and other financial intermediaries. She has particular experience acting for financial services clients, as well as those in the telecommunications, power and logistics sector. She is also actively engaged in representing trans-national corporations for investments in retail, defence and manufacturing space.



Ms. Kaku Nakhate

**President & Country Head (India) -
Bank of America Merrill Lynch India**

Ms. Kaku Nakhate is the India country executive of Bank of America and is on the bank's Asia Pacific Executive Committee since 2010. With nearly three decades of experience, she is an industry veteran having deep insights and knowledge of India's growing banking and financial services sector. She is responsible for building a market-leading franchise in India, overseeing strategy and direction. In this role, Ms. Kaku leverages her international experience, having interacted with many major Corporates and Financial Institutions across major markets, enhancing

existing client relationships, developing new clients and building business opportunities for the firm. In addition to her responsibilities as the Chief Executive, she is the Vice Chairperson of National Executive Board of the American Chambers of Commerce (AMCHAM). She is a passionate advocate of adolescent girls getting access to quality education, skills development and sanitation. She also actively participates in various skill-based volunteering programs of the bank over and above spending time mentoring numerous NGO leaders.



Ms. Roopa Kudva

Partner & Managing Director - Omidyar Network India Advisors Pvt. Ltd.

She is recognized as a Distinguished Alumnus of the institute. She is partner at Omidyar Network and Managing Director of Omidyar Network India Advisors. She leads the firm's overall investment strategy, operations and portfolio development in India. Omidyar Network, a global investment firm funded by the philanthropic capital of Pierre Omidyar, founder of eBay, invests in early stage entrepreneurs with innovative ideas, leveraging technology to achieve social impact at scale. Prior to joining Omidyar Network, she has spent 23 years with CRISIL, and was its Managing Director and Chief

Executive Officer from 2007 till 2015. She has been a member of several policy-level committees relating to the Indian financial system. She has regularly featured in lists of the most powerful women in business compiled by prominent publications, including Fortune and Business Today. She is a recipient of several prestigious awards including the 'Outstanding Woman Business Leader of the Year' at CNBC TV18's 'India Business Leader Awards 2012', India Today 'Corporate Woman Award 2014' and Indian Merchants' Chamber Ladies' Wing's 'Woman of the Year' Award 2013-14.



Shri Sanjiv Dangi

North India President - Dalit Indian Chamber of Commerce & Industry (DICCI)

He is a graduate in Electrical Engineering from Indian Institute of Technology Bombay (IIT Bombay) and a successful entrepreneur from Rajasthan. Born in a business family, he has done his schooling from one of the finest boarding schools in India - Mayo College, Ajmer. He also holds a MBA degree in Human Resources. He is a second generation entrepreneur, with business interests in the areas of Renewable Energy, Housing Construction and Petroleum. He has played a key role in formation of Stand-Up India Scheme of Govt, which intends to build the Entrepreneurship Ecosystem. He has actively contributed to the creation of National SC-ST Hub at Ministry of MSME, Govt. He is an experienced organiser. He was the chief organiser of National Conference

of SC/ST Entrepreneurs inaugurated by Hon. Prime Minister of India in 2015. He successfully organised Business Leadership Development Program at Noida campus of IIM Lucknow in 2015.

He is a member of CII National Task Force on Affirmative Action. In the past he has been member of CII Northern Regional Council & CII Regional Committee on Affirmative Action (Northern Region). He is also the Vice President of Dr. Ambedkar Memorial Welfare Society Rajasthan. Further, he enjoys memberships of several other business and social associations. He has been profiled by Prof. Devesh Kapur, University of Pennsylvania, et al., in his book - Defying The Odds: The Rise of Dalit Entrepreneurs.

IIMA SUCCESSFULLY CONCLUDES SUMMER PLACEMENTS

PGP Summer Placements 2018-2019: The IIMA successfully completed the summer placements for the PGP class of 2020. The placements were held in three clusters, including the participation from 20 sectors including, advisory consulting, management consulting, investment banking and markets, manufacturing, consumer services, government departments and many others. 110 students successfully made over 300 'dream applications' this year.

The Boston Consulting Group was the top recruiter for the Summers 2018 process with 20 offers. Amazon was the highest recruiter in the Retail B2B space, having made 14 offers. Among the global banks, HSBC made 9 offers. American Express and FinIQ were the top recruiter in the BFSI cohort having made 8 offers. AB InBev, HUL and Saint Gobain recruited 7 students each, being the highest recruiter in the Consumer Goods cohort. Aditya Birla Group topped the General Management cohort with 10 offers, while Microsoft led the Consumer Tech cohort with 10 offers. The Government of Telangana hired for the Industry & Commerce and ITE&C departments with 5 offers.

At the end of the placements, three students decided to work on entrepreneurial ideas under the mentorship of Centre for Innovation Incubation and Entrepreneurship (CIIE), and a student chose to work on an early stage start-up through Entre Fair.

PGP-FABM Summer Placements 2018-2019: The PGP-FABM (Post-Graduate Programme in Food & Agribusiness Management) summer internship placement process for the batch of 2020 was completed successfully on 1st November, 2019. The batch, comprising 46 students, pursued career aspirations in the industries of their choice. The successful completion of the placement process within a day is a testament of the high quality learning experience at the institute and the robust placement process that provides adequate flexibility to both recruiters and students.

The programme was well received by the industry and 24 companies participated in the placement process. The placements witnessed a balance of roles from all the sectors like Banking & Financial Services, Commodities, Development Farm Equipment, Food industry, Agri consulting, e-Commerce, FMCG, Agri Inputs, Retail and other sectors.

The placement season witnessed regular recruiters such as Godrej Agrovet, Cloudtail, Reckitt Benckiser, ADM, Walmart, Jubilant Consumer, Coromandel and General Mills. Many new recruiters showed a keen interest in the batch which is visible by the participation of industry giants like Procter & Gamble, Amway, Tierra Agrotech and Lactalis among others. The programme also witnessed participation from start-ups like Gramophone and SuperZop.

7th ANNUAL FACULTY - STUDENT DEBATE



As a long-standing tradition, it was held on January 18, 2019. This year, Prof. Sebastian Morris and Prof. Ankur Sarin participated in the debate along

with Aman Killa (PGP1) and Mohammed Ameen (PGP2) respectively on "This House Would ban private primary and secondary education, and privatise college education".

[PUBLIC POLICY CLUB] SPEAKER SERIES WITH SHRI VARUN GANDHI



The Public Policy Club of IIMA organized a speaker session with Shri Feroze Varun Gandhi, Member of Parliament on November 30, 2018. His talk covered topics related to the Grassroots Innovations in the rural economy whilst releasing his new book 'A Rural Manifesto: Realising India's Future Through her Villages'. The session was moderated by Prof. Chinmay Tumble, and bestowed with presence of Prof. Anil Gupta.



IIMA ORGANISES THE PRESTIGIOUS INDIAN FAMILY BUSINESS CONFERENCE 2018



Organised by IIMA along with PRIWEXUS, the event was scheduled on December 3-4, 2018 with prolific educational sessions and collaborative networking opportunities. It featured an impressive line-up of national and international keynote

speakers and focussed on the unique opportunities & challenges of Indian family businesses. The main purpose of the conference was to provide family businesses from across the country, an opportunity to listen, learn and share their experiences on various topics of interest.

JAPANESE MUSIC PERFORMANCE AT IIMA CAMPUS

Prateek Tade (PGP1), on behalf of the Music Club IIM Ahmedabad

Shinki - bringing happiness and peace through music Indian classical music recognises “navarasas” - nine categories of emotions that music can evoke. Music is so powerful that you do not need to add words with it to communicate the emotions it carries, which is why it is not limited by the boundaries of geography and language. It was a unique moment when the Music Club of IIM Ahmedabad collaborated with the Cosmo Future Initiative & Foundation for Peaceful Change to bring an experience of one of these emotions on the evening of the 25th of November 2018, through a live music performance by the Shinki group.

The word Shinki in Japanese means “the God spirit of music” or “a divine voice and sound”. The Shinki music unit works to convey emotions similar to those conveyed by its name, giving a spiritual experience. Through their music, they spread the message of peace and happiness, something which the world needs at a time when cut-throat competition is creating unrest and weakening human beings, leading them to dark paths where they could end up harming themselves and others.

The unit has two members - Mr. Hideshi Takatani and Ms. Sayaka Ogawa. Ms. Ogawa is a song writer, pianist and singer. Her extraordinary crystal transparent voice beautifully expresses a unique world of cosmos. Mr. Takatani is a music composer and guitarist, who performs Blues, while preserving traditional Japanese music. Along with performing arts, he is also an academican, working as Specially Appointed Professor at Saniku Gakuin University and Lecturer at Shukutoku University. He holds senior leadership positions in various organisation, serving as President, Art Academy; Vice President, LLP International Beauty and Health Network; and as Board member of NPO Re-Challenge Tokyo and Research Institute on Future of Old Town. He is a special member of International Peace Research Association, through which he has worked for spreading the message of peace and happiness.

Shinki is known for dedication performances at

shrines and temples. Their most notable performances were at the Togakushi Jinja Shrine and Zenkoji Temple, where they performed in the grand festival which happens every 7 years; and at the harvest festival at Yamagata Tsuruoka. They have produced theme songs of Foundation for a Drug Free World, the NPO Suicide Prevention national movement and an AIDS prevention campaign. They have collaborated with poet Michiko Ishimure to compose songs based on his poems. They participated in a play for the 70th anniversary of theatrical company Gustaf, and have composed music for a drama program telecast on TV station Tokyo MX. They also offer a course on Miyabi - a Japanese aesthetic value which signifies elegance, at the Shukutoku University.

For their tour to India, Shinki were accompanied by Hozan Yamamoto II, composer and shakuhachi player; and son of prolific Japanese shakuhachi player Hozan Yamamoto. They brought along original Japanese instruments, such as the big Japanese harp, the small Japanese harp, the Japanese drum and the shakuhachi, which is a Japanese bamboo flute.



The concert began with a skit type introduction, which was an appeal to God. It was followed by a piece involving aerial acrobatics, resembling a shadow fight, accompanied by high notes. The next piece was a solo performance on the Japanese drum by Ms. Ogawa. The final performance saw all 3 musicians perform together with Mr. Yamamoto playing the shakuhachi, Mr. Takatani playing the harp and Ms. Ogawa playing the keyboard. Through the different performances, the artists conveyed the message - “There is no underlying path to peace. Peace is the path.”

To have a musical group which works towards propagating peace and happiness perform in an educational institution like ours, located in a city which is associated with Mahatma Gandhi, who strived for peace all his life; was a beautiful moment which the listeners would savour for a long time.

In totality, the performance created a mesmerizing atmosphere in the serene LKP lawns with both students and faculty enjoying the moment together.

NEW CAFÉ IN CAMPUS - TOTOCHA

Ankita Khobragade (PGP 2017-19)

<p>What is Kombucha?</p> <p>Kombucha is an organic fermented tea. During fermentation, Kombucha becomes naturally rich with Probiotics, Amino Acids, Polyphenols and Active Enzymes. It is considered a super food as it has highest Probiotic content of all drinks.</p> <p>What does it taste like?</p> <p>Kombucha is a fermented beverage, so it has a tangy taste similar to apple cider vinegar. The longer we ferment it, the tangier it gets. Our taste buds are so used to sugary drinks that the tart and slightly biting taste of Kombucha might initially catch you off-guard.</p> <p>Who can drink it?</p> <p>Anyone and everyone, but servings for children should be smaller.</p>	<p>How is it made?</p> <p><u>Ingredients</u> SCOBY* Black Tea Sugar & Water Natural Infusions</p>  <ol style="list-style-type: none"> 1 Brew 3000 gms of black tea 2 Add 1 cup sugar 3 Drop in Scoby Let the water cool, then pour into a large jar 4 Add 1-2 cups Starter Kombucha From last batch or store 5 Cover Any clean fabric will work 6 Store & Ferment At room temperature for 3-12 days 7 Remove Scoby 8 Bottle 9 Add Flavouring Optionally, you can add fruits, herbs and ferment for 3-5 more days. 10 Enjoy & Repeat <p><small>*Symbiotic Culture of Bacteria and Yeast</small></p>	<p>Current Offerings?</p> <ul style="list-style-type: none"> • Kombucha <ul style="list-style-type: none"> - Raw Flavour - Ginger - Coffee • Blue Lagoon • Lemon Mint Mojito • Masala Coke/Thums Up/Limca • Amdawadi Nachos Platter • Peanut Chaat 
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“As a part of our Term 5 elective e-Lab (Experience live action of business), my team and I started what we today call the TotoCha Cafe. As a part of the course, we are supposed to start and run a live venture for a span of 3 months with seed funding of INR 25,000 from CIIE, IIMA. My team and I decided that at the heart of our venture would be the product, Kombucha. It is a probiotic, fermented tea drink known worldwide for its unique and refreshing taste. One of my team member had apprenticed at a Kombucha brewery in the US and so we decided to produce it ourselves in our humble abode, Dorm 5. Our vision was to create a Kombucha culture, a sense of togetherness within the IIMA community. And so, we created our cafe as a place where people could hang out and bond over our wide range of flavored

Kombucha drinks (watermelon, Jaljeera to name a few) and shareable snacks.

Our team comprises of: Aditi Agarwal, Ankita Khobragade, Lalfakzuala Hnamte, Pratyush Verma, Preeti Berhuzar, Rajkumar Srivastava. (PGP 2 students of the 2017-19 batch)

Since, TotoCha is a lot like a start-up, we all made it a point to develop cross-functional skills to operate the cafe. Prior to setting up the cafe, we also catered for various events within the campus such as Garba Night, post-placement party etc. As you may know, Term 6 is about to commence in a few days. However, even though e-Lab has ended, we plan on continuing the TotoCha cafe and possibly pass it on to enthusiastic and dedicated juniors once we graduate from the institute.”



Why TotoCha?
Get to experiment with your palate

Mission
Create the Student Community Meet

Vision
To start a Kombucha Cult

Our Team

Stay tuned for the TotoCha Festival!

CAMPUS COVERAGE

IIMA COMMUNITY WELCOMES THE NEW YEAR ENTHUSIASTICALLY

The IIMA community gathered together to welcome the New Year on November 16, 2018 at Louis Kahn Plaza (LKP), heritage campus with a colorful

celebration. The enthusiastic members of the IIMA community made the Rangoli which graced the festivity.



[CONTENTS](#)

PROF. SUNDARAVALLI NARAYANASWAMI PROMOTED



We are happy to announce that Prof. Sundaravalli Narayanaswami has been promoted to the position of Associate Professor.

Her teaching interests are in Intelligent Transportation systems, Operations Research in public systems, Operations Management, Urban

transportation, in addition to Management Information systems and Knowledge Management. Most of her research in the past and present are in transportation operations and knowledge management that involve applications of ICT and OR tools in real-life problems of large impact.

INSTITUTE WELCOMES PROF. DEVASMITA CHAKRAVERTY



We are happy to inform that Prof. Devasmita Chakraverty has joined the Institute today as Assistant Professor in the Ravi J Matthai Centre for Educational Innovation (RJMCEI) area.

Prof. Chakraverty received her doctoral degree in Science Education from the University of Virginia in 2013 and Master in Public Health (Toxicology) from the University of Washington in 2008. She earned her Masters in Environmental Sciences from University of Calcutta in 2005. She was postdoctoral researcher at the University of Nebraska - Lincoln (Chemistry Education) and at the IPN - Leibniz Institute for Science and Mathematics Education in Keil, Germany (Biology Education).

Before joining IIMA, she has worked as Assistant Professor of Science Education at Washington State University.

Her research interests include examining the imposter phenomenon (popularly known as Imposter Syndrome), workforce development in science, technology, engineering, mathematics and medicine, and understanding the experiences of the underrepresented minority groups based on gender and race/ethnicity.

Her office is in Wing no. 3 G. She can be reached on extension 4827 or at devasmitac@iima.ac.in.

WELCOMING PROF. HARI K NAGARAJAN - CENTRE FOR MANAGEMENT IN AGRICULTURE

We are happy to inform that Prof. Hari K. Nagarajan has joined the institute on Sep 24, 2018 as Professor in the Centre for Management in Agriculture (CMA) of the institute and Infosys Foundation Chair Professor for Societal Development.

Prior to joining IIMA, Prof. Nagarajan was Professor and Reserve Bank of India Chair in Rural Economics at Institute of Rural Management Anand (IRMA). He has also worked as Senior Fellow at the National Council of Applied Economic Research (NCAER), New Delhi, and as Assistant Professor in Economics at IIM Bangalore.

He received his doctoral degree in Economic Development and Growth from the University of Oklahoma, USA. He also holds a Master of Commerce



degree from Madurai University, Madurai.

Prof. Nagarajan's current areas of research include political economy of reservations and women's empowerment, impact of inheritance on welfare of women, role of welfare programs in rural development, green development through democratization, microeconomics of land reforms, price formation in agricultural markets, and role of local institutions in reducing vulnerability. He has published his research in journals such as the European Economic Review, Journal of Human Resources, Journal of Development Studies and, World Development.

His office is in Wing no. 02 J. he can be reached on extension 4819 or at hknagarajan@iima.ac.in.

PROF. SANKET MOHAPATRA APPOINTED AS UTI CHAIR IN MACROECONOMICS

The WIMWIAN is glad to announce that after following due process, Prof. Sanket Mohapatra, in addition to his present appointment, is appointed as UTI Associate Chair Professor at the Institute.

His research interests include international finance, international macroeconomics, global capital flows, sovereign and sub-sovereign credit ratings, corporate financing patterns in emerging economies, poverty, inequality and economic growth, and



international migration and remittances. He has also contributed to various issues of the World Bank's flagship reports such as Global Economic Prospects and Global Development Finance. He has been a core team member of the Africa regional flagship report Leveraging Migration for Africa: Remittances, Skills, and Investments and co-edited a volume on Remittance Markets in Africa, published as part of the World Bank's Directions in Development Finance series.

[RED DOT IIMA] [ELOQUENCE] SPEAKER SESSION WITH SIJI VARGHESE



Red Dot, in collaboration with Eloquence - The Public Speaking Club of IIMA invited Siji Varghese, a TEDx speaker as part of their Distinguished Speaker series, to speak on the topic of “Leadership” on 15th, November 2018.

About the Speaker: Ms Siji Varghese has to her credit over 21 years of Corporate Experience in the Marketing, Finance and the L&D domain, and has been associated with organizations like ICICI Bank, Ajanta Pharma, Birla Sun life Insurance and Max New York Life. She has imparted trainings to several organizations

and also to internationally affiliated chapters and clubs on Leadership and People Management skills. Some of her Esteemed Clientele includes; TATA power, TCS, TATA Communications, NPCI, Mahindra Logistics, RadhaKrishna Foodland, ZEE learning, Reliance Energy, L&T InfoTech, D’Décor, LIC of India, HDFC Bank, IDBI Bank, Mahindra Finance, L&T Finance, HDFC Mutual Fund, Aditya Birla Sun Life Insurance, Central Bank of India, Oriental Bank, Andhra Bank, Vijaya Bank, United Bank of India, HDFC securities, Bajaj Finserv, and Kotak Mahindra Bank.

BEE HIVE BOXES INSTALLED IN THE CAMPUS NURSERY

As a part of sustainability initiative, Bee hive boxes have been installed in plantation Nursery (located near to House No 430) of Heritage Campus. The boxes are procured from KVIC (Khadi Village & Industries Commission). With a thought of improving the conservation efforts, the initiative has been undertaken as honey bees are important pollinators for many plants and have many other benefits.



[RED DOT][AERC] SPEAKER SESSION WITH TENZING LODEN LEPCHA



Red Dot, in collaboration with Alumni and External Relations Students' Committee, IIM Ahmedabad as part of its Distinguished Speaker series, had as its distinguished guest, Mr. Tenzing Loden Lepcha, IPS Officer and an IIMA PGP 2009 alum on campus for an interactive speaker session on the 18th November, 2018.

About the speaker: Mr. Tenzing Loden Lepcha is an IIMA alum from the PGP 2009 batch. Post that, he has worked for Johnson & Johnson from 2009-2012, first as Manager, Strategic Insights for the Baby Care & Skin Care category and then as the Area Sales Manager in Jharkhand. He then joined the IPS in 2012, post which he has donned several roles, first as the Assistant SP, Crime Branch (Cyber cell-in-charge), Sikkim followed

by several other roles: Aide-de-camp to the Honourable Governor of Sikkim, Sub-divisional Police Officer, Ravangla Sub-division (Sikkim), Superintendent of Police - South Sikkim district, Superintendent of Police - East Sikkim. Currently, he is serving as the SP in the West Sikkim District.

On the session: Tenzing spoke about his days at IIMA, on an unconventional career switch from a corporate role in Sales & Marketing to a role in the Indian Police Service, the current state and the challenges faced by the Indian Police, and his experiences and milestones in a 6-year old career in a bureaucratic organisation. An interesting part of his speech was how he had applied his learnings from Marketing Research during his IIMA days to curb the drug menace in his state.

#IAMABLE - INTERNATIONAL DAY OF PERSONS WITH DISABILITIES CELEBRATIONS



Equal Opportunities Student Committee in collaboration with Smile and Finesse clubs celebrated the 'International Day of Persons with

Disabilities' on 3rd December, 2018. A poster making completion was organised using Braille paper.

Class 1st to Class 5th	Open to the children of faculty and staff	Disability day celebration
Class 6th to 12th		Removing dis from disability
Students	Open to IIMA and A-League colleges	I can and I will with my technological skills
Faculty & Staff	Open to IIMA community	Perceiving beauty but not through eyes

STUDENTS' PERSONAL AND CAREER DEVELOPMENT CENTRE ORGANISED A HUMAN LIBRARY



The Students' Personal and Career Development Centre (SPCDC) organised a Human Library, a licensed event that aims to use stories and conversations to understand diversity and examine prejudices and stereotypes. The event will be held on 10-11 January 2019.

Objective: "Unjudge someone" - The main objective of the event was to break stereotypes and overcome prejudices by getting to know people and life stories that are different from our own. Ideally,

the stories that the human books told revolved around themes that have been the subject of biases - caste, religion, geography, gender, sexual orientation, skin colour, body shape, single parenting, divorce, mental health, chronic medical conditions, substance use, socio economic strata, sexual violence, abuse, bullying, social injustice, stereotypes and any form of discrimination.

Format: Stories of actual, personal experiences, not fictional ones. The human books told their stories orally to an audience of 1-4 readers at a time.

V EDITION OF UMEED 1000 CYCLOTHON: MUMBAI TO BANGALORE

The fifth edition of the UMEED 1,000 km long Cyclothon was flagged off from Mumbai on 30th November, 2018 and reached Bangalore on 10th December, 2018 to raise funds for "Udbhav School" which is run by Indian Institute of Management Ahmedabad Alumni Association Hyderabad Chapter Charitable Trust.

RBL BANK'S UMEED 1000 CYCLOTHON CULMINATES IN BENGALURU



FOR THE FIRST TIME 3 ALUMNI CHAPTERS CAME TOGETHER TO RAISE AWARENESS ABOUT GIRL CHILD EDUCATION Hyderabad, Mumbai, and Bangalore Chapters came together to make this initiative a grand success. We had two popular IIMA Alumni, **Mr. Harsha Bhogle**, Cricket Commentator as the Chief Guest and **Mr. Vinay Kargaonkar**, Additional Director General of Police (Traffic) Maharashtra as the Guest of Honor. The event included **Mr. Kalpen Shukla** (President Mumbai Chapter), **Mr. S Viswanathan** (President Bangalore Chapter), and **Mr. Shanmuga Sundar Lakshmanan** (PGPX 2009) who cycled 1000 kms with the UMEED Cyclothon team. As a part of the support team, we had **Mr. Sandeep Ganji**, (PGPX 2015) under the guidance of senior alumni like **Mr. Vinay Kumar** (PGP 1992), **Mr. T Muralidharan** (PGP 1981), **Mr. S V Ramanamurthy** (PGP 1979), **Mr. Sitaram H** (PGP 1974) and **Mr. Harish Kumar** (PGP

1978). The Managing Director of RBL Bank, **Viswavir Ahuja**, also an IIMA alumnus is a big supporter of Udbhav School.

GAUTAM GAMBHIR SUPPORTS UMEED 1000

Former Cricketer Gautam Gambhir for the second consecutive year has shown his support towards this noble cause by not only agreeing to be the Chief guest at the closing ceremony at Bangalore but also promoting the same on Twitter and his social media handles. His presence doubled the joy and enthusiasm of the cyclists.

FOR THE FIRST TIME MAHARASTRA POLICE AND KARNATAKA POLICE SUPPORT CYCLOTHON 2018

By support from our members of the Hyderabad Chapter, T Muralidharan and SV Ramanamurthy (Retd IPS Andhra Pradesh), the respective State Police have



joined us as our support partner for this event. We not only received stupendous support from the Police of both the states, but the Karnataka Special Reserve Police agreed to cycle from Belgaum to Bangalore, which included 50 Women Cyclists from Karnataka Special Reserve Police and senior IPS officers along with Mr. Bhaskar Rao, Additional Director General of Police, Karnataka Special Reserve Police. Additionally, the DGPs of both the states ensured that the entire state police supported this noble cause.

FOR THE FIRST TIME AN IIMA ALUMNI MR. SUNDAR (FILM MAKER) CYCLED FOR THIS INITIATIVE Mr. Shanmuga Sundar Lakshmanan (PGPX 2009) from Chennai Chapter joined the cyclists team

taking out time from his busy schedule. Touched by this noble cause, he also decided to make a documentary on this initiative. He has never cycled for more than 100 km at a stretch, but he decided to cycle all 1000 km to support this cause.

“**UMEED 1000**” is a CSR initiative of RBL Bank, a Cyclothon with a cause - girl child education. The concept is simple. A group of corporate employees will cycle 1000 km over 10 days to create awareness for girl child education. Initiated in 2014, UMEED has successfully completed four years and entering its fifth year. Mr. Jasmeet Singh Gandhi, a cycling enthusiast, who spearheaded this initiative, is the lead cyclist. The funds collected will be donated to an NGO run by

S. No	Year	Route	Cause	Beneficiary	Funds Collected
01	2014	Mumbai to Bangalore	Retinoblastoma	Iksha foundation	25 lakhs
02	2015	Mumbai to Delhi	Girl child Education	IIMPACT	137 lakhs
03	2016	Mumbai to Hyderabad	Girl child Education	IIMAAA HCCT	87 lakhs
04	2017	Hyderabad to Visakhapatnam	Girl child Education	IIMAAA HCCT	150 lakhs
05	2018	Mumbai to Bangalore	Girl child Education	IIMAAA HCCT	250 lakhs



IIMA Alumni.

Thirty-five RBL Bank corporate employees under the leadership of lead cyclist Jasmeet Gandhi have taken 10 days' time off from their work and cycled 1000 kilometers to raise awareness about girl child education under a program called "Umeed 1000 2018". On the other hand, about ten IIMA Hyderabad Chapter alumni have taken time off from work to plan and support this entire event. The RBL senior management have taken time off from their busy schedule to support, monitor, fund and lead the fund raising effort. A closer look unravels the fact that every involved individual believed in the good cause and the purpose was close to everyone's heart. Girl child empowerment and education was close to many

involved professionals because it is common in India among poor and single parent families to invest in boy's education and avoid girl child education purely because these families are unable to afford education to many children.

At the end of the event, a total **INR 2.5 crores** were raised, that would be diverted towards corpus for taking up another underprivileged school and name it as RBL Udbhav School.

OPENING CEREMONY AND FLAG OFF This year's event was kicked off by an opening ceremony on 29th December 2018 at Welingkar Institute, Mumbai. The Dean of the college Dr. Uday Salunkhe was so drawn by the social cause that he decided to borne all



expenses for the event. The opening ceremony was the first instance where all the cyclists interacted with one another in person. It was fascinating to see the energy and passion demonstrated by them during the photo shoot. They were oozing from every pore about girl child education and the difference they were going to make to Udbhav School's girl child kids. The opening ceremony was also a perfect platform for the media to interact with the cyclists. It was fascinating to see a large media contingent were present for the interaction with the cyclists. Udbhav School kids also leveraged the opportunity to interact with the cyclists and thanked them by felicitating with self-made greeting cards. All the cyclists led by Mr. Gandhi started their cyclothon journey at about 6 am on 30th December, after a grand flag-off ceremony at IIM Indore Campus at Belapore.

THE MEET AND GREET PROGRAMS ENROUTE

The journey started with an enthusiastic beginning when the staff and students of IIM Indore - Belapore campus flagged off the cyclists at 6 am. Their first stop was a visit to the Mapro strawberry farm which reminded them of their childhood of enjoying fresh strawberry ice cream. Followed by a spiritual visit to Hirasur Temple, they were hosted with hot lunch. The cyclists were unaware that a surprise waits for them at a lunch point in Karad, where Abhinandan Patil's (RBL cyclist) parents organized a traditional welcome and got kolhapuri turbans for the entire team. The cyclists were taken back by another big surprise when they saw Mr. Gautam Gambhir welcome them at RBL Kolhapur branch which had organized a grand event



as their branch completes 75 years.

The team took a break at Belgaum and decided not to rest but to spend their quality time by playing a friendly cricket match with the visually impaired children of the Samarthan Blind School and also gave away Braille watches to the kids. A team of 50 women cyclist decided to join the UMEED team from Belagum Karnataka Special Reserve Police which included 4 IPS officers which was led by Additional Director General of Police Mr. Bhaskar Rao. The team could not miss to meet the most popular "MONKEY MAN" from the Chitradurg Fort, where Mr. Jasmeet Gandhi Lead cyclist could not stop himself from donating his cycle to the monkey man (Mr. Jyoti Raj) when he expressed his love towards cycling. All the meet and greet locations witnessed a large gathering of local inhabitants and media personnel. Jasmeet, the lead cyclists, spoke about the event and the importance of girl child education.

Closing Ceremony After the cyclists reached Bangalore they were invited by the Karnataka Police to the Vidhan Soudha for a flag in ceremony on 9th December, 2018 and gave certificates to all the UMEED Cyclothon participants. The Cyclothon was concluded on 10th December, 2018 with a closing off ceremony. Like the opening ceremony the closing ceremony was also grand affair and the event was conducted in Manipal University, Bangalore. The management has borne all the expenses related to the closing ceremony. Mr. Gautam Gambhir, well-known Indian cricket team player graced the closing ceremony.

The Energy at the Closing 15 Udbhav School kids, who traveled from Hyderabad warmly welcomed both the cyclists with placards and flowers. The cyclists reached out to every student with handshakes and the sense of gratification and smiles in their eyes, conveying the joy of having contributed towards the lives of girl children. Udbhav School kids staged a skit and danced on a song, which was thoroughly enjoyed by all the audience. The event concluded with Gautam Gambhir, Jasmeet Gandhi and Shantha Vallury handing over the 2.5 crore cheque to Udbhav School and IIMA Hyderabad Chapter representative Mr. Harish Kumar.

Fundraising For raising funds, the online crowd funding platforms like Letzchange and goodera.com were leveraged. As the team had a successful experience with online portal goodera.com in last year's edition, the platform was invited again to come on aboard again. While the cyclist's team started covering the kilometers, the online portal's funds contribution counters also started ticking in. With the message reaching various parts of the country, emails of cheer and supports started pouring in.

Going forward "This event has established that whenever there is a great cause and a creative event, IIMA alumni and corporate employees are more than willing to participate in full measure. This is my happy discovery," said T Muralidharan, VP of IIMAAA Hyderabad and the chief fundraiser for Udbhav School. IIMAAA Hyderabad hopes to partner with the UMEED Cyclothon team to repeat this exercise in 2019 December.

CHAOS 2019

CHAOS 2019 - 90's NOSTALGIA

A brief by the Team CHAOS 2019, amidst the placements and submissions

The Indian Institute of Management hosted **Chaos**, its **cultural festival** from **24th January to 27th January, 2019**. The theme of the festival this year is 90's Nostalgia. With the nation-wide sensation Armaan Malik, the glamorous YouTube phenomenon Jonita Gandhi, India's best DJ Chetas and the Hindi rock band Local Train, Chaos 2019 - Pronites was bound to be a mega-success. Besides musical performances, the event also included competitions in dance, drama and literary arena along with engaging workshops such as Bollywood dancing with Melvin Louis, Silent Disco with DJ Nihar, Corporate Communication with Anusha Khurana, Personal Finance workshop with HDFC CEO and CFO, CV Ganesh and many more.

The fest also comprised of speaker sessions by Ranjan Singh from Phantom films and a Social media panel chaired by Divyanshu Damani, Sejal Kumar, Prajakta Koli, Anto Philip, Sanjana Ganesan. The fest received over 80,000 registrations and hosted students from over 500 national institutes over the 4-day period which would include participants for events including Hip-notize, the Western dance



Jonita Gandhi, India's latest sensation during her performance on a Pronite



Chaos 2019 team - 90's Se Hun

competition judged by Melvin Louis, Natya Katha, the stage play competition, Crescendo, the Solo Singing Competition, Quizzes ranging from Sci-Tech, MELA, Business and Sports, and Parliamentary Debate. The fest also included events for those having an entrepreneurial outlook hosting Swarnim: Entrepreneur of the Year, in association with SSIU, India's first start-up and innovation university, and Abhiyaan, a crowdfunding competition. There were many other exciting informal events like The Drum Circle and Battleground.

Also presented for the visitors was Hues, a flea market that brought forth a plethora of collectibles, including art, craft, jewellery, clothing and the like. Being a syndicate of art forms, coming together to help visitors unwind the artistic side within, the flea market displayed home grown brands like Creyon, Humble Bee Luxury, Nakaashi, Jhilmil, Sheekha, Sweven, and many more.

With its extensive range of events, competitions, speakers and artists, the fest promised something for everyone - living up to the theme.



Hindustan Uni



PROF ABHINANDAN JAIN - 50 YEARS AT IIMA

Prof Abhinandan Kumar Jain has been the teacher extraordinaire, and has taught 44 batches of PGP students at IIM Ahmedabad. Recently, he accomplished 50 years in the institute, as a PGP student, Research Associate, an FPM student and then a distinguished Professor of Marketing. He was felicitated on behalf of all his students, led by Rama Bijapurkar (PGP 1977), Santosh Desai (PGP 1985), Sudarshan Jain (PGP 1977), Arvind Sahay (PGP 1989), Niteen Bhagwat (PGP 1979), Harsha Bhogle (PGP 1985), Pushkaraj Shenai (PGP 2000) Prof MS Sriram (IIMB), Deepak Jayaraman (PGP 1999). Here, is a brief of the emotionally charged event by Ms. Rama Bijapurkar.

The Festschrift for Prof AK Jain was held in Mumbai on Sept. 22, 2018 at HUL House, thanks to the kind courtesy and hospitality of HUL (not only the Mecca of marketing in India but also having the

distinction of several of Prof Jain's students in very senior positions).

We saw about 300 people across batches, 1970 to date, and the energy that was in the hall was



incredible.

Two panel discussions were moderated by Harsha Bhogle (also the event anchor) – one with Rama Bijapurkar (PGP 1977) and Deepak Jayaraman (PGP 1999); and the other with Nirmal Jain, Mukul Deoras

and Sudhanshu Vats. Asked and revealed were secrets such as “Sir, how do you always guess who has read the case and who hasn’t?” and confession like “I was a CA, I thought marketing was unimportant, but as a (successful) entrepreneur I actually spend almost half of my time thinking marketing!”.

With hilarious video memories from the 1989 batch and lots of thank you messages, we got the 360° view of the great teacher – person!

Tital Industries presented a specially made watch, Director IIMA announced a gold medal for excellence in marketing funded by alumni and Prof Sahay indicated his batch’s intention to institute an award for the best case in marketing/strategy.

A curated book of papers written by alumni from 1977 till 2006 batches was also released (designed and produced by FCB Interface).

All things considered, it was a fitting felicitation to honour a teacher extraordinaire.

“Why now!” has been the question asked by many at this event. Is he retiring? No way. We hope he teaches till his last day on Earth. Is it a milestone birthday? No. But Prof Jain has completed 50 years at IIMA this year, as a student and a teacher; and his festschrift after teaching form four decades was long overdue!

Please find a link to the playlist that contains Prof AK Jain in conversation with Deepak Jayaraman (PGP 1999) at wimwian.iima.ac.in



[PRAYAAS] – A DAY FOR WOMEN, A DAY FOR CHANGE

Prayaas took the opportunity for the initiative on International Women’s Day (8 March). An extempore was organised for the kids on the topic “The Lady Who Inspires Me” followed by a discussion and activities.

THE INSTITUTE'S TOP 25 WORKING PAPERS: FEB 2019

Rank	Working Paper	File Downloads				Abstract Views			
		2019 02	3 months	12 months	Total	2019 02	3 months	12 months	Total
1	Whose Empowerment? National Digital Infrastructure and India's Healthcare sector <i>Rajesh Chandwani, Saneesh Edacherian and Mukesh Sud</i>	35	35	35	35	15	15	15	15
2	Lighting up Lives through Cooking Gas and transforming society <i>S. K. Barua and Sobhesh Kumar Agarwalla</i>	13	29	29	29	19	42	42	42
3	Public Private Partnership in Airport Development - Governance and Risk Management Implications from Cochin International Airport Ltd <i>G. Raghuram and Biju Varkkey</i>	9	18	30	161	27	82	181	755
4	Food Subsidy in India: Trends, Causes and Policy Reform Options <i>Vijay Paul Sharma</i>	8	10	86	894	177	401	1,889	9,322
5	Airport Privatization in India: Lessons from the Bidding Process in Delhi and Mumbai <i>Rekha Jain, G. Raghuram and Gangwar Rachna</i>	7	17	55	277	18	73	158	829
5	Party Autonomy in International Commercial Arbitration <i>Anurag K. Agarwal</i>	7	11	47	337	57	108	302	1,552
7	Lender Moral Hazard in State-owned Banks: Evidence from an Emerging Economy <i>Balagopal Gopalakrishnan, Joshy Jacob and Ajay Pandey</i>	5	9	38	38	14	27	83	83
7	The Transformation of Microfinance in India: Experiences, Options and Future <i>Mankal Sriram and Rajesh Upadhyayula</i>	5	9	20	234	12	29	78	768
7	High-Value Agriculture in India: Past Trends and Future Prospects <i>Vijay Paul Sharma and Dinesh Jain</i>	5	10	22	129	39	110	333	1,075
7	Leadership and Management of Public Sector Undertakings in an Emerging Economy <i>Vishal Gupta, Swanand Kulkarni and Naresh Khatri</i>	5	9	50	51	10	30	130	147
11	Impact of the Proposed GST on the Consumer Price Index in India <i>Sebastian Morris, Ajay Pandey, Sobhesh Kumar Agarwalla and Astha Agarwalla</i>	4	15	66	66	12	30	117	117

11	Risk-sensitive Basel Regulations and Firms' Access to Credit: Direct and Indirect Effects Balagopal Gopalakrishnan, Joshy Jacob and Sanket Mohapatra	4	10	28	28	4	20	38	38
11	Vehicle Routing at a Food Service Marketplace Didugu Kavitha Chetana and Chetan Soman	4	7	15	57	4	11	30	84
11	Earnings Management Strategies during Financial Distress Neerav Nagar and Kaustav Sen	4	9	12	56	6	16	28	112
15	Attitudes of the Youth towards Entrepreneurs and Entrepreneurship: A Cross-cultural Comparison of India and China A. Goel, Neharika Vohra, Zhang Liyan and Bhupinder Arora	3	4	9	69	21	61	107	427
15	Food Insecurity in India: Causes and Dimensions Dand Sejal A and Sujoy Chakravarty	3	6	27	747	38	107	432	6,723
15	Viability of Inland Water Transport in India Rangaraj Narayan and G. Raghuram	3	7	16	166	10	23	69	960
15	Modeling Travel Demand in a Metropolitan City: Case Study of Bangalore, India Prem Pangotra and Sharma Somesh	3	10	27	188	6	25	77	515
15	A Review of Theoretical Perspectives Applied to Sales Promotion and a New Perspective based on Mental Accounting Theory Dang Jha Priya	3	4	10	244	21	37	105	1,494
15	Overestimation in the Growth Rates of National Income in Recent Years? – An Analyses Based on Extending GDP04-05 through Other Indicators of Output Sebastian Morris and Tejshwi Kumari	3	6	6	6	9	21	21	21
15	Exploring Linkages between Innovation and public policy- challenges and Opportunities Rakesh Basant	3	6	16	27	4	9	37	50
15	Theory of Planned Behaviour Approach to Understand the Purchasing Behaviour for Environmentally Sustainable Products Bipul Kumar	3	13	39	144	12	34	120	490
15	The Logistics Sector in India: Overview and Challenges Pankaj Chandra and Nimit Jain	3	9	34	1,633	15	41	314	8,308
15	Too much care? Private health care sector and surgical interventions during childbirth in India Mitul Surana and Ambrish Dongre	3	7	32	32	5	20	31	31
15	Factors affecting Child Labour in India Maheshwari Mridul and Manjari Singh	3	4	27	320	25	74	450	3,231

Statistics updated 2019-03-03

MR. S R MOHANTY (PGP 1981) IS THE NEW CHIEF SECRETARY OF MADHYA PRADESH



Nostalgic photo of Ajay Banga, Ritu Banga and S R Mohanty on campus in 1980

Mr. Sudhi Ranjan Mohanty, 1982 batch IAS officer of Madhya Pradesh cadre, has been appointed as the Chief Secretary of Madhya Pradesh. With a rich and varied experience in Government, he has held several challenging positions in the past including Principal Secretary - Planning & Renewable Energy; and Additional Chief Secretary - Renewable Energy & Primary Education, in Government of Madhya Pradesh. He is the winner of the Global Development Network Award (December 2000) for the most innovative project instituted by the World Bank and 19 International agencies for innovations in governance. He has been highly recognized for devising the Rogi Kalyan Samiti (RKS) concept that involves management of public hospitals with participation from people. This concept has been institutionalized in all public hospitals of the state and inculcated as the basic model for hospitals across the country under the National Rural Health Mission. Furthermore, his varied experiences include public



relations, agriculture, cooperatives, industries, land revenue and district administration besides many more.

ENTREPRENEUR PRAMOD KUNJU HONOURED WITH LIFETIME ACHIVEMENT AWARD BY ABAOC

Pramod Kunju (PGP 1999), nick named “Data Guru” is an authority on Data and Analytics. In 2004, he founded Nakunj Inc, a boutique consulting firm focused on Analytics and Big Data. His consulting clients include several fortune 500 companies in Southern California. Pramod Kunju holds an MBA in Entrepreneurship from Pepperdine University, and a second MBA in Finance and Information Management from Indian Institute of Management, Ahmedabad. He obtained his undergraduate degree from the prestigious Indian Institute of Technology (IIT), Chennai.

He has been a resident of Southern California since 2001. During this time, he has had the good fortune to be an entrepreneur and a social champion. He has served on City of Irvine’s Sports Committee, and is a Community Emergency Response Team (CERT) volunteer for the City of Irvine.

The Asian Business Association in Orange County of California (ABAOC) honoured Mr. Pramod Kunju, with a Lifetime Achievement Award. ABAOC is a 26-year old organization with the stated mission of helping



small and diverse businesses succeed and thrive. It is supported by many large corporations, such as U.S. Bank, SCE, SoCal Gas, HSBC, among others.

CHANDRIKA TANDON (PGP 1975) FEATURED IN ‘THE BRAVE ONES’

Being a highly successful and illustrious alumna of the institute, Ms. Chandrika Tandon is known as a Grammy-Nominated Artist, humanitarian and Business Leader. Recently, she was featured in ‘The Brave Ones’ on CNBC International TV that was aired on 5 December, 2018. In the episode, she spoke of her career, personal life, philanthropy and her passion towards music.



PROF SRINIVAS SUBBARAO RECEIVES AWARD FOR PROMOTING CAMPUS STARTUP CULTURE



Sri Sri University's Professor Srinivas Subbarao (FDP 2008) has received OdishaInc Award, a prestigious award for excellence in the category of promoting entrepreneurship from Shri Pratap Jena, the Hon'ble Minister of Health, Law and I&B of Government of Odisha at the Crown Hotel recently. Prof Subbarao, who is currently the Dean of the Faculty of Commerce and Management Studies (FCMS) at the university, has been appreciated for his inspiring role in creating a campus startup culture in a new six-year-old university.

Prof Srinivas Subbarao, who studied at Berhampur University, Nagpur University and IIM Ahmedabad, is a national award-winning management educator who has made a seminal contribution in promoting entrepreneurship on his campuses in Andhra Pradesh and Odisha. He, in last four years, at Sri Sri University has developed a thriving campus startup

culture. Recently, his effort was appreciated by the Government of Odisha and he received the Best Boot Camp Award from Shri Naveen Patnaik, the Chief Minister of Odisha, for generating a record of 535 startup ideas by Sri Sri University during the Startup India Yatra (2018). Under Prof Subbarao's able leadership, Srinovation, the Entrepreneurship Cell has now transformed to become an incubation centre known as SSU Innovation Pvt. Ltd. This incubation centre has now received Odisha government approval to certify startup proposals for funding and work as a nodal agency in three important areas namely, i) agribusiness, ii) food processing and iii) social entrepreneurship.

The jury took note of Prof Subbarao's achievements in developing a campus startup culture in Sri Sri University in particular and promoting Entrepreneurship among students of Odisha in general.

100 IDEAS TO IMPROVE GOVERNANCE IN INDIA

When a book is written based on the personal and creative experiences of the author, we are usually assured of a very rich and practical offering that can enable readers to think in new ways. Overlay this with a conscious desire of the author to share ideas which are “out of the box” and disruptive, and you have a treat for very serious practitioner of governance.

Written by Jitendra Kumar Dadoo (PGP 80) | Review by Arun Wakhlu (PGP 1980)

The author Jitendra K Dadoo (1983 batch of IAS) has had 35 years of intense experience serving the Government of India. JK has vast and rich experience of dealing with every sector of the economy. This has enabled him to acquire a multi-disciplinary approach in recognizing issues, appreciating their ramifications in a big country like India, and focusing on the essence, quickly and responsibly. His forte is his strategic thinking and practical planning of tasks, to achieve the organizational mission and realise its vision.

He started with an outstanding academic foundation of topping Delhi University in B.A. Hons. from St. Stephen's College (where he also won the Rudra Economics Prize), and passing out of the Indian Institute of Management, Ahmedabad in 1980.

Some of the achievements (amongst many) that have provided insights and ideas for his very practical book:

- Revamping and executing the entire export infrastructure development policy interacting with 15 State Governments;
- As Director General Anti-Dumping for India, developing a new state of the art office, and establishing systems and procedures for fair and timely execution of all anti-dumping legislative matters;
- Chairing the Audit Committee of 7 big PSUs (MMTC, STC, ITPO, NTC, NIFT, Cotton Corporation of India and Jute Board);
- Facilitating the acquisition of weapons systems, by concluding more than 60 contracts with manufacturers in Russia in record time during the Kargil War, and
- Playing three roles combined in one - (Governor, Chief Minister and the Chief Secretary!) as



JK DADOO



IDEAS TO IMPROVE GOVERNANCE IN INDIA

the Administrator of Lakshadweep Islands

To quote Suresh Prabhu (Minister Commerce & Industry; And Civil Aviation Government of India) about Jitendra's work: *“His contributions to different Union Territories Governments where he has worked, and in the Government of India, in the Ministry of Defence and Department of Commerce have been exemplary”.*

The 100 ideas that Jitendra has shared in his book have been clubbed into 24 subsets including Agriculture, Horticulture, Renewable Energy, ease of doing business, Media & Entertainment and Legal.

Each idea is backed up with relevant data. This makes the ideas grounded in reality and yet stretching from the current reality towards new possibilities.

As a Facilitator, and Course Director who has worked extensively with Public Servants of the Government of India, I see this book as a valuable resource for generating new idea and brainstorming possibilities. We could view these 100 ideas like the coloured pieces of glass in a kaleidoscope.... shake the kaleidoscope and you get a new pattern. Join the dots in new ways and new combinations of possibilities will open up for you.

For example, if we combine the idea of Rooftop Solar (No. 80 on page 191) with the Idea Village Level Entrepreneurs (No. 67 on page 159), we see the possibilities of village level entrepreneurs setting up of solar panels and micro energy-plants in villages. Connect that to the Idea of an Indo -Israel R&D Fund (No. 54 on page 127) and you see how innovative countries like Israel have implemented this and learn from their experience. Connect this to Idea of Smart Villages (No. 69 on page 162, a part of the Rural Development subset) and suddenly you can envision a full-fledged smart village with solar panels, digital connectivity, wide spread Wi-Fi and a channel for the

utilisation of CSR funds.

The value of Jitendra's book can be further enhanced, if he would also write a sequel on the theme of liberating the collect genius of Leaders in governance. One of the biggest failings in governance in India has been the top down approach to idea generation. Go to a typical conference in India and you will see a clutch of experts and politicians sitting on a dais making speeches one after the other, while 200 or 300 very intelligent people listen passively. The collective genius that can emerge through connection, conversation and co-creation is untapped. When a book bristling with ideas like this one by Jitendra, is coupled with a process of generating and tapping into innovative ideas and consciously selecting and channelizing them to full execution, India will see the breakthroughs that are desperately needed in governance and in public life.

The book is a very valuable resource for anybody interested in good governance. Potential spirants to the Civil Services will also benefit immensely from this labour of love.

May the creative ideas in this book catalyse more innovation and value creation in India and the rest of the world.

DG SHAH, THE DOYEN OF INDIAN PHARMA LANDSCAPE PASSES AWAY AT THE AGE OF 77

Mr. Dilip Shah, also known as 'DG' and founder of the Indian Pharmaceutical Alliance (IPA), passed away on Feb 22, 2019. He started the IPA during the time when the Indian pharma companies were trying to find their feet in the global pharma landscape. His organisation represented the interests of Indian drug makers in the market dominated by the companies from the USA and Europe.

He visited the campus on Feb 16, 2019 to participate in the Healthcare SIG meet, passionate to take health care agenda forward. He belonged to the first batch of the institute.



BALANCE: RESPONSIBLE BUSINESS FOR THE DIGITAL AGE

A book that looks at the responsibility strategies and frameworks of Indian and multinational firms to arrive at a new way of thinking about business.

Written by Namrata Rana (PGP 1993) and Utkarsh Majumdar | Reviewed by Salil Agrawal (PGP 1983)

I have known Namrata for nearly twenty years and hence, when I got the invite for her book launch I was not surprised. What surprised me was that she had written a book and she would not tell me more about it.

So, I went to the book launch and what I heard in her introduction to the book sounded very interesting and got me thinking and forced me to pick up the book and start reading. Namrata has for many years been working with top Indian organisations on helping them get the most out of their CSR initiatives and a lot of knowledge gained from those experiences has gone into the making of this book. Namrata has drawn from her work with different organisations and shared some of it as case studies in this book.

But what I found most inspiring is how she has knitted this together around the theme of "Balance". After reading it I am not sure if it is a book on how to manage the CSR function or a policy document on what sustainability means for the future or a treatise on strategy - specially the element that was missing in strategy. I think the book is about the need for redefining how we do business and how our love for mother earth needs to be an integral part of the equation.

Balance in the context of the book is the vital difference between chaos and order, between winning and losing, the difference between living and becoming prey. According to her the current world systems are askew ... At the heart of the problem is us ... Designing a better world will not just be about new processes but a better way of thinking and communicating. It is about balancing the impact of our actions on people, the environment and everything around us.

Namrata brings out very beautifully the need for organisations to think of Balance in the above context, realise the need for change at a fundamental level



and design their systems, processes and strategies to manage people, planet and data which are all going through change at speeds unknown in the past.

She proposes the need to develop a language of balance as different from the language of war which seems to be more predominant in today's world. She believes that the language of balance can be used to design better systems and to design for responsibility.

I echo her sentiments and my two bit is that mankind should first learn to think from the heart and not from the head and I think that, that will be the genesis of the language of balance. Remember that the love for mankind is necessary to help us think sustainability.

At the end I would like to compliment Namrata and Utkarsh for this thought provoking book. I would like to invite business leaders to read this book in the hope that we will have more people believing in the language of balance. I also believe that this book can be translated into a meaningful course of CSR and Sustainability for MBA students.

SECURITY ANALYSIS PORTFOLIO MANAGEMENT

Ashwanikumar Pradhan (PGP 1990) was working as an IAS officer in Gujarat when he took a sabbatical to join the PGP-IIMA in 1988. He then went back to the administrative services. Following the retirement, he joined the K.J. Somaiya Institute of Management Studies and Research, Mumbai, as a Professor in Finance. He has co-authored the Indian adaptation of the well-known book "Security Analysis and Portfolio Management" with E. Fischer Donald and J. Jordan Ronald.

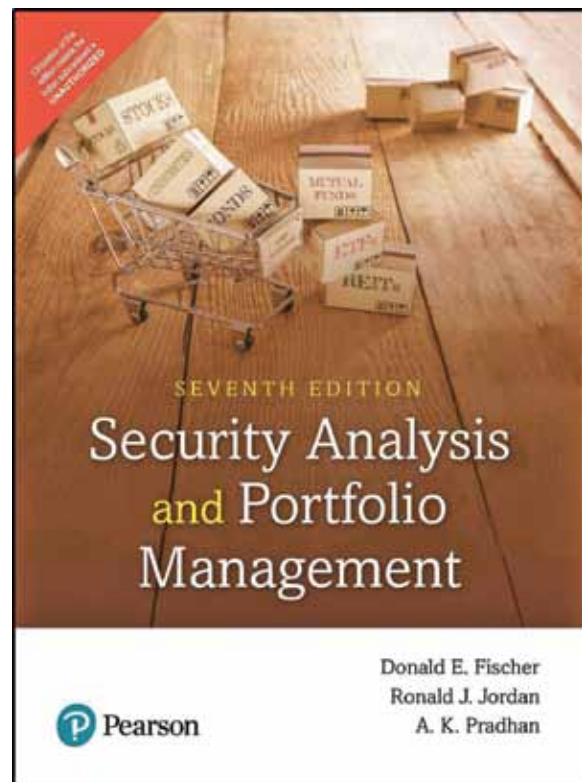
Security Analysis and Portfolio Management is a classical text about investing in securities. It is aimed at providing a comprehensive introduction to the areas of security analysis and portfolio management. The text emphasizes the "how-to" aspects of the subject by using detailed real-world examples throughout. An attempt has been made to make the text as non-mathematical as possible. Only simple algebra and some elementary statistics are used in the book. The present adaptation ensures that the Indian readers are easily able to relate to examples from the Indian securities market. In the process, some of the chapters have been rearranged and enhanced to bring the discussion in line with contemporary presentation of security risks and returns.

Traditional security analysis emphasized the projection of prices and dividends from securities only, but modern security analysis emphasizes estimation of both risk and returns of securities. This book approaches investing in securities using some quantitative techniques.

The first two chapters' detail various financial instruments for investments, and their fundamental characteristics. The second chapter provides an overview of the financial markets.

Chapter 3 starts with defining risk and return mathematically. It then introduces the concept of risk aversion and the coefficient of risk aversion and Sharpe's ratio. These two factors help the investor decide how he will divide his total investment between low and high risk assets to get the highest utility value.

Chapter 4 to 6 outline analytical techniques to formulate a portfolio with the highest Sharpe's ratio – the optimal risky portfolio. Chapter 4 represents Markowitz's analysis and give a practical example of creating a portfolio. Chapter 5 enumerates the difficulties encountered in using Markowitz analysis with a large number of risky assets to choose from.



It gives the factor models and the Single index model of Sharpe and provides another practical example of creating a portfolio. Chapter 6 describes the Capital Market Theory and the Capital Asset Pricing Model and touches upon multi-factor models.

Chapters 7-10 describe the economy-industry-company framework to analyse the factors affecting company earnings. Chapter 11 discusses the following methods used for company evaluation:

1. Dividend Discount Model
2. Model based on price/earnings ratio
3. Discounted cash flow model

Chapters 12 to 14 deal with investment in bonds. Chapter 12 covers bond valuation mechanics and covers key factors in systematic risk i.e. inflation and term structure of interest rates. Chapter 13 explores the unsystematic risk and other non-risk factors which influence bond yields. Chapter 14 explores active and passive bond management strategies, and use of the tools duration and convexity.

Chapters 15 and 17 briefly describe Options, Futures and Rights, Warrants and Convertibles.

While Chapters 3 to 11 essentially describe the Fundamental Analysis approach to equity trading, Chapter 18 explores methods employed in so-called Technical Analysis. This approach concentrates on supply and demand relationships in the market and on historical price and volume relationships to predict the

movement of the market as well as price movements of individual securities. Chapter 19 describes the idea of efficient markets and the theory of random walk, and questions the validity of Technical Analysis, and also raises some questions about Fundamental Analysis.

The analysis in the book so far was based on the assumption of a rational investor who wants to maximize his returns and minimize risk. But observations of market movements do not fully support the theory of a full rational investor. Behavioural Finance explored in Chapter 20 which originated with Cognitive psychologists emphasizes behavioural biases of investors which lead to irrational decisions and market anomalies. The final Chapter 21 describes how portfolio performance might be evaluated over time.

MET MY SOUL THIS MORNING

Prof. Satish Deodhar shared a beautiful anecdote



On a lazy Sunday morning, I was reluctantly entering the underpass, forcing my steps forward for FABM interviews in IMDC. The Sun, however, was not shirking from his responsibility, even on a Sunday morning! He was already beaming down on the institute. I think he had a divine plan today!

I have been talking to my soul, god knows for how many decades? Perhaps almost since I got to know myself! But never got a chance to meet him. He always

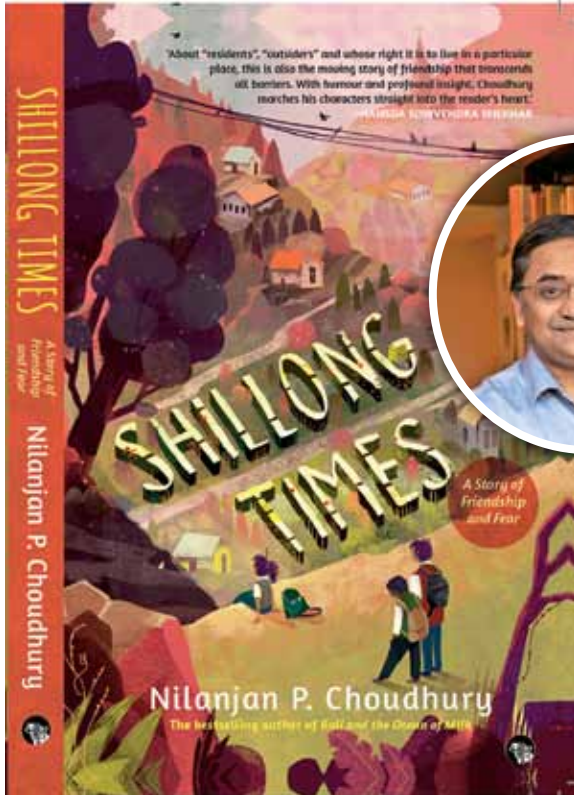
eluded me.

As I was about to walk down to the underpass, I saw him down there! I met him but he was not ready to talk! I instantly took my cellphone out. I did capture him down there. And, when I checked the picture, realised that he had already captured me! I suppose he must be doing this all the time.

It was a sublime moment. The picture is just a shadow of what I experienced this morning!

SHILLONG TIMES: A TALE OF FRIENDSHIP AND FEAR

Nilanjan Choudhury (IIMA PGP 1998, D13)



forbidden by Debu's mother; the revolutionary sounds of Pink Floyd; and most importantly, Audrey Pariat - the coolest girl in town. Together, the three of them embark upon many adventures. But when tensions between the town's Khasi and Bengali communities boil over, Shillong becomes a battlefield - old neighbours become outsiders and the limits of friendship are challenged.

With crackling energy, Nilanjan P. Choudhury immerses us in the tumultuous lives of Debu, his friends and his family, and their attempts to find love and belonging in the troubled hills of Shillong. Written with uncommon warmth, humour and a delightful evocation of place, *Shillong Times* is an exhilarating coming-of-age story, a tale of how friendship can eclipse the hardened enmities of adulthood.

Reviews:

"A delightful novel about growing up in Shillong in the 1980s. With humour and profound insight, Choudhury marches his characters straight into the reader's heart."
- Hansda Sowvendra Shekhar, *Sahitya Akademi Award* winning novelist.

"Leavened with humour, there are delightful sequences... the fault-lines between the two communities, Khasi and Bengali, are delineated in superb set pieces." - *The Hindu Literary Review*.

"A brilliant novel with a layered complexity" - *The Shillong Times*

"The 'telling' of the tale is superb with its delightful fusion of style and content" - *Kitaab.org*

"[The author's] command over his craft shines through" - *The Sunday Tribune*

"A wonderful book. I thoroughly enjoyed it." - *Bibek Debroy, author and columnist*

A delightful novel about growing up in Shillong in the 1980s - a time when political connections are required to get a phone connection, Bajaj Chetak scooters are status symbols and a grim-faced lady named Salma Sultan reads the news every night on Doordarshan, the nation's solitary television channel.

Meanwhile, as life unfolds at a languid pace in the serene hills of Shillong, fourteen-year-old Debojit Dutta meets the older Clint Eastwood Lyngdoh, in his maths tuition classes. But Debu is wary of Clint's cigarette-smoking, whisky-swilling ways. Besides, he has only recently escaped a bunch of local ruffians who have threatened to send him 'back home to Bangladesh'.

But Debu is unable to resist being friends with the affable Clint. For, in return for doing his maths homework, Clint introduces him to a brave new world - the heady charms of Kalsang, the Chinese restaurant

Abstract:

It was that still, silent time between late afternoon and dusk when Shillong stretched out like a drowsy cat, savouring the last lazy moments of its siesta. Not a vehicle was in sight, nor a single person, as Debu and Clint walked down a narrow, crooked lane that meandered like a strand of forbidden pork chowmein, an unwinding skein of thread leading them into the minotaur's lair at Kalsang Restaurant. They were in a residential area. On either side of the lane stood rows of pretty cottages with slanted red tin roofs and white-washed walls of wattle and daub that were crisscrossed with timber beams painted black. Rows of blooming gladioli, clumps of azaleas and monkey-faced pansies lined the cobbled stone pathways up to the front patio.

It was a serene Shillong evening just like any other, watching with amusement the excitement bubbling inside Debu's heart as every step brought him closer to the secret pleasures of Kalsang. A short walk later they had arrived at their destination - a large, slightly run-down cottage that had been converted into a restaurant. Clint and Debu stepped inside, the wooden floor planks creaking in protest under the tread of their Naughty Boy shoes.

Clint scanned the room for a suitable table as Debu took in the sight greeting him. It was just as he had imagine - waiters gliding about bearing bowls of sizzling hot momos and soup, the exotic aroma of unfamiliar herbs and meats inside the dishes curling into the cool Shillong air like fumes of incense. A row of dimly lit private cabins stood on either side of the hallway. Curtains had been drawn across the openings to shield the occupants from the public gaze. Only their legs were visible - pairs of stockings, high-heeled feet, brushing against the boot-clad companions, offering tantalizing glimpses of the secret trysts unfolding within. From behind the drawn curtains drifted the delicious tinkling of feminine giggles along with a whiff of perfume entangled in the fragrance of pork chowmein.

Debu felt like he had been transported into the world of the Arabian Nights. Pleasure and peril lurked in every corner.

Through an unspoken agreement, Debu and Clint decided that it would look odd for two boys to be holed up inside a private cabin. They sat at an open table with a view of the street. Clint lit up a Capstan cigarette.

Ah, Kalsang's! thought Debu, as he sank into his chair and soaked in the charged atmosphere. This was so much more glamorous than having masala dosas and chhola baturas in the sanitized confines of Regal

and Chirag's. A waiter approached them and asked for orders.

'We'll have the usual. Okay?' Clint asked Debu.

'Umm...yeah. Sure. Fine. The usual,' Debu said. He had no idea what the usual was but he did not want to appear gauche in front of Clint.

'Waiter. Two plates,' Clint said. The waiter nodded knowingly and left the two boys by themselves.

'Umm- I don't have any money,' said Debu. 'I mean I do. But just enough for the bus fare.'

Clint waved away his concerns. 'No probs. I have enough dough,' he said, taking a deep drag on his Capstan. 'It's cold. Want some whisky?'

'No thanks.'

'OK, I'll have a shot then. Tell you what? Why don't you do my maths homework for me while the food comes?'

Debu was in no mood for maths. But he felt it would be impolite to refuse his benefactor's homework. Besides, Clint would probably not force whisky on him if he was doing maths. Tearing himself away from the pleasures of Kalsang, Debu battled the sins of trigonometry as Clint sipped on his whisky and smoked.

An English song was playing on the rickety tape recorder kept by the cash counter. Clint closed his eyes and swayed to the music. Debu hadn't heard the song before, but he found himself instantly drawn to it. It was unlike anything he had ever heard before...

We don't need no education

We don't need no thought control

No dark sarcasm in the classroom

Teachers leave them kids alone.

'Nice song,' said Debu. 'Who's sung it?'

Clint's jaw dropped. He removed the cigarette from his lips and exhaled an incredulous gust of smoke into Debu's face. 'You kidding me or what? You don't know who that is?'

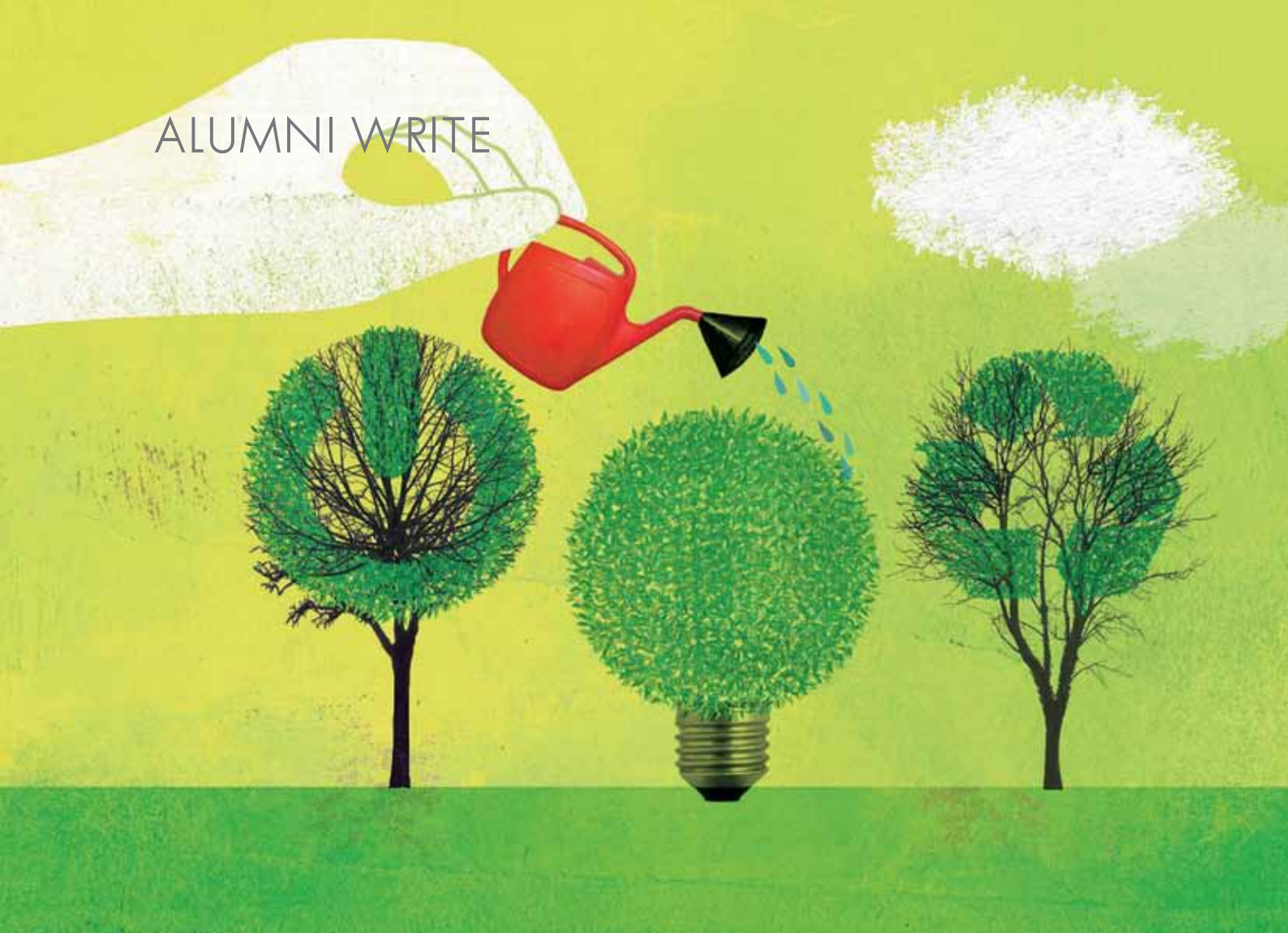
Debu's face turned pink. 'No, sorry. I don't,' he admitted. 'I only listen to Hindi film songs on the radio. And once in a while my mother makes me listen to Rabindra Sangeet,' he said. 'Which I really hate,' he added as an afterthought, hoping that it would make Clint think less poorly of him.

'Who's Rabindra Sangeet?' Clint asked blankly.

'Not who. What. It's...anyway never mind. Who's singing this song?'

'Man! Don't you know anything except what's inside your school books? That's Pink Floyd man! Greatest band in the world. Ever. The Wall! Greatest album ever.'

(For more updates, please follow wimwian.iima.ac.in)



NITTY GRITTY SELF MANAGEMENT- IN TIMES OF CLIMATE CHANGE

- Shashi K. Sharma (PGP 1973)

At the recently convened UN General Assembly, in his opening address the UN Secretary General Antonio Guterres is reported to have said - "Climate change is moving faster than we are... the world has two years to react!" That surely is a dire ultimatum. But such warnings have been uttered earlier also - at Rio, at Kyoto... Nothing much seems to have come out of those in terms of practical, palpable impact. As a matter of fact, there are many world leaders who are brazenly calling the whole domain of climate change a bit of a hoax!

But let us come down from such lofty international

heights to our own day to day lives. I came to Pune (Poona those days) in 1974 - it was then a green and serene city with most of the vehicles on road being bicycles. The rubrics used for Poona those days were - "Pensioners' Paradise"; "No fan station" (harking back to the British cantonment days) etc. The university road was lined with majestic banyan trees; the Parvati hill was verdant green... I think you get the picture.

I used to have quite a few warm garments in my wardrobe which were needed when winter came around. Fans were needed in summer but only on

limited number of days - hardly ever in the night.

Today, in 2018, the situation is drastically changed. To give just a few examples: I hardly ever need to pull out my warm clothes and the fans at home are running, it seems to me, almost 24x7. So, I do not need to refer to some heavy duty scientific study to convince me that climate change is HERE and it bodes ill for the future.

In a recent discussion gathering with like-minded (and highly qualified) friends, we did come to this topic and there were some interesting remarks - "Well, we are now in the evening of our lives so why worry about the future?"; "Let the governments at different levels (international, national, state, local) take care of the problems; after all we are paying taxes from our hard-earned money."

I struck a dissenting note - "We may be getting on in life but what about our children and their children?" I suggested that there is enough evidence to be rather skeptical of the governments' ability to think long-term and deliver effectively and efficiently. And surely it is in our own (selfish?) interest that our children and grandchildren have a safe and healthy future. Giving the analogy which I use quite often in my ethics teaching, I pointed out that if we think of healthy climate as a dying tree, it will surely die if we make no attempts to water it. If we persistently keep watering it then there is at least a slender hope that it will revive. So, without any doubt in my mind, I would say that the onus is on us to do something about climate change (and for that matter any problems that are damaging our happiness, for now and for the future).

The question to be answered is: "What can I do?"

Here is where "nitty gritty actions" come in. I am going to suggest some actions that we can all take in our own day-to-day lives without needing anyone's permission or without requiring resources which may cost something - as a matter of fact these actions will reduce resource consumption and will definitely provide monetary, tangible benefits: A highly positive cost-benefit ratio indeed.

Taking a classic MBA approach, let us prioritize the proposed action plans in order of some importance (the reader can do his or her own analysis and prioritization):

ENERGY RELATED ACTIONS: We use different forms of energy in our households and for different purposes.

Petrol/diesel (and in rare cases CNG) is used for transportation.

“ So, without any doubt in my mind, I would say that the onus is on us to do something about climate change (and for that matter any problems that are damaging our happiness, for now and for the future). ”

Electricity is used for lighting; cooling (fans, coolers, ACs, refrigerators); cooking (microwave ovens, conventional ovens, toasters, induction or coil heaters, mixers, food processors); heating (geysers, air heaters); entertainment (TVs, radios, various players and projectors); communications (cellphones, cordless phones, their respective chargers); cleaning (clothes washers/driers; dishwashers, vacuum cleaners) and maybe several other gadgets and appliances.

LPG is used for cooking and maybe in lighting.

A comprehensive charting of sources of energy and their applications in one's own household will provide a useful starting point for working out conservation strategies.

Some pointers to action: Can the family members all eat at the same time so that the kitchen lights can be switched off in shorter duration?

Can the cooking process start ONLY AFTER all the preparations like cutting, mixing, etc. have been completed?

Can we plan our outdoor errands in such a way that there could be days which can be declared as "no 2/4 wheeler" day?

Can the AC be switched on only for, say, couple of hours in the beginning of the night - once you are asleep it may not be too difficult to do away with the air-conditioner?

Can the AC be set for, say, 25 degrees Celsius than 20 degrees?

Can you put some indoor plants which can help reduce the room temperature?

Can you switch from incandescent bulbs to CFLs or LED lights?

Can you plan in such a way that the washing machine needs to be switched on only once a week?

And so on... There is plenty of scope for creative thinking and effective planning to reduce energy consumption in your household.

WATER RELATED ACTIONS: Water is another

“ **The entire chain from production to consumption to disposal creates collateral damage by way of polluting air, water, Earth, and thus fueling the fires of climate change.** ”

major natural resource that we use in our daily routine. Water is used for drinking, cleaning (humans, pets, utensils, clothes, floors), cooking, plants, etc.

Some pointers to action: Can you avoid having a shave/bath on any given days (for example, when you have no formal meetings)? Obviously this can be easily combined with “no 2/4 wheeler” days.

Can the floors be mopped on alternate days - or even less frequently?

Can the water used for one activity be used for another activity downstream - for example, can water after being used for cleaning can be used for mopping or watering of plants? (This may require some additional hardware.)

Can the flush cistern be made to use less water? (Innovative ideas for practice include putting a brick or a water/sand-filled plastic bottle in each of the cisterns.)

EMBODIED RESOURCES RELATED ACTIONS: Practically everything that we use in our lives comes from the nature. So, consumption of ANY kind whatsoever - and I will go out on a limb and say this - is harmful to nature. Our own very existence depends upon breathing air in then consuming the oxygen content and then exhaling carbon dioxide - in the process adding to the hot house gases in the atmosphere!

Therefore, we need to carefully examine the classic ecological mantra “REDUCE, REUSE, RECYCLE” and see how we can apply that to our own lives.

Can you reduce the number of clothes in your wardrobe? (Do you really need 20 shirts or 10 or even 5?)

How many shoes do you really need - can you give away some to needy people?

You need to be aware of the forward and backward linkages related to your consumption of natural resources! For example, a liter of water that you consume has been stored in some dam, then pumped and filtered in some plant running on electricity, then pumped through massive pipelines

(which themselves have consumed humongous amount of energy and other resources to be built) and then ultimately brought to the taps in your house. And then as that water leaves your house, it is again to be carried through sewers, (hopefully) treated to make it safe, and then released into some river...

The shirt that you wear, similarly, carries with it tremendous amount of natural resources “overheads” as it starts from a bit of cotton in the field or as crude in some petroleum well and then reaches your cupboard via various transportation and manufacturing processes, not to forget the neon light on the retailer’s showroom and the air-conditioner inside!

CONCLUSION: To reiterate, each item that we consume has an adverse impact on the nature - some flora or fauna is destroyed, some wounds and scars are created on or inside the planet earth. The entire chain from production to consumption to disposal creates collateral damage by way of polluting air, water, earth, and thus fueling the fires of climate change.

As I have said above, I have provided pointers for action. The situation in each household (and in each individual’s life) would have some similarities and some differences with others. But once the realization dawns that “Yes, I should and I can and I must do something to fight climate change!”, the process of analyzing, looking for creative action strategies and then implementing them is not too difficult.

Someone can ask - “What difference can I make as a (microscopic) individual?” In answer to that let me point out the power of aggregation: If I can save ONLY about 30 liters of water per week (roughly equivalent to eschewing bath one day in a week), that amounts to say (rounding off) 100 liters per month and that is more than 1000 liters per year! And if just 1 lakh individuals in Pune (2% of the population?) implement this idea, we are going to be saving **10 crore liters** of water in just one year!!!

Simple arithmetic relating to aggregation across number of people and periods of time can lead to really impressive astronomical figures in saving of natural resources and saving Planet Earth which we have borrowed from our future generations!

Caveat: It will be obvious to the reader that the nitty gritty actions recommended above, by and large, relate to urban middle class life styles - but then that indeed is the target audience for this article.

SUNSETS IN OUR SUNSET YEARS - VASTRAPUR AND BEYOND

Suresh Bhalla (PGP 1970)



In the summer of 1970, Professor Vasant Mote told our class to short-sell Bank of America. The company had just selected two of his least proficient Finance

students for permanent placement. I was one of those two students.

I spent the next eighteen months at BoA's

headquarters in San Francisco where my long hair as a Sikh fit right in with the hippies protesting the Vietnam war outside the bank.

I returned to Bombay and was joined by Nutan (PGB 1971) who became my wife after many ice creams at Havmor and ping pong matches at IIMA. We were young, in love and the West beckoned me again, so four years later we immigrated to Canada.

Unfortunately, this time I was in Montreal and it was February and frigid. Nutan and I struggled as we adjusted to life in the snow - secretly I wondered if we'd made the right choice. Nutan soon gave birth to our first son, Amar, and there was no more time to look back.

Over the next twenty years I worked for a number of major Canadian and U.S. banks, and Nutan and I moved to Toronto where we had our second son, Angad. The last five years of my banking career saw me pioneering the derivatives market in Canada. Little did we know what damage our clever instruments would cause to the financial markets in the coming decades.

Despite Professor Mote's efforts, I was woefully under-prepared for a new wave of mathematical analysis like "Efficient Frontiers," of funding, "Black-Scholes" pricing formulae, "Butterfly spreads," and "Binomial" models. So, in the early 90s I left banking to satisfy my entrepreneurial spirit.

I founded a risk management consultancy business, in collaboration with a New York firm, that pattered out in a couple of years. For more work than at the bank, I was making less money - this math was not lost on me. But this early retirement allowed me to spend more time with our youngest son, Amit, who was just five at the time.

Over the last decade of my banking career, Nutan had built her own marketing promotions business, and had generated a healthy surplus cash-flow. We started to acquire small apartment buildings and the odd commercial outlets across Toronto.

Our acquisitions were modest, without much detailed analysis. We did no assessments of present values, or future projected cash flows, or any other sophisticated financial or risk analyses, in our acquisition strategy. We bought with scrap paper scribblings of rents and mortgage payments and gut feeling. Our eldest son eventually took responsibility for the portfolios growth and its development. As a result, we had to consider other means of occupying our time.

Our middle-son went to Stanford to become a socialist (and learn Hindi) but inspired in me an inclination toward philanthropy. For six rewarding

“ We named our home in the Caribbean “Villa Kishti”. “Kishti,” an Urdu word for boat, is often used by poets and composers to express a mystic sense of being at one with the sea, in tune with nature and the lords of creation. ”

years I served as Co-Chair in Canada for Human Rights Watch - meeting the Presidents of Mexico and Colombia, and visiting Washington, London and Ottawa, promoting the values that had allowed me and my family to flourish in Canada. I also joined the Board of the Toronto Community Foundation that served the philanthropic needs of my city of residence.

One day a close friend mentioned that he was going on vacation to an island called Anguilla. We'd never hear of the place. It was a small Caribbean island in the British West Indies, he replied. We had always contemplated having a home somewhere warm, to escape the long frigid Canadian winters.

For many years, we had rejected such a prospective acquisition as a bad financial investment. It never passed a detailed analysis. But as I said above, I had never been adept at detailed analysis. So, we bought the land and we engaged an architect, that had built for us in the past in Canada. The next two years were spent in much stress and frustration over constructing our Villa. We seemed best to cope with it all, with an attitude of "no pain, no gain".

We named our home in the Caribbean "Villa Kishti". "Kishti," an Urdu word for boat, is often used by poets and composers to express a mystic sense of being at one with the sea, in tune with nature and the lords of creation. Our designers in Canada facilitated the Villa's furnishing and finishing to levels beyond our expectations, not without some consternation with our architect, who had expected to do the same.

Over the next many months we started to spend increasingly more time at Villa Kishti, at times inviting close friends and family. The island of Anguilla began to grow on us. We got to know better of its friendly people, indulged in a choice of restaurants, acquired a variety of good friends and acquaintances, and enjoyed its pristine beaches, at times dancing to its musical performers.

Our growing love for Anguilla resulted in our building two more Villas as investment properties on one of the island's more prestigious beaches. With an aggregate of twelve bedrooms, our efforts were akin to managing a small hotel with staffs, chefs, etc. It seemed like a most unpredictable conclusion to our respective careers in banking and marketing.

At the end of each year, an analysis of the profit and loss statement and the balance sheet became a distant reminder of our days at Vastrapur. They were a far cry from the analytical accounting requirements in the legendary business school case "The Smokey Valley Café", reminding us of bespectacled Professor Seshan. However, both impacted on our lives differently - one effected our bank balances, while the other determined our grades for an important course at the IIMA, some fifty years ago.

Our most memorable and precious moments on

the island began to evolve over the spectacular sunsets and intense rainbows. Unlike the unpredictable rainbows, the sunsets became particularly appealing because of their relative certainty, most evenings. We would gather at a vantage spot to see the sun go down, leaving occasionally the most impactful memory of light with hues of brilliance, all enhanced in their character with a sprinkling of clouds.

As we admired the sunsets over sipping our glasses of wine or chugging Masala tea from ceramic mugs, we sometimes reflected on our journey from Vastrapur to the present. It seemed like truly a most rewarding journey, allowing us the joys, pleasures, and memories, evoked by seeing some breath taking Caribbean sunsets in our sunset years.

"Clouds come floating into my life, no longer to carry rain or usher storm, but to add color to my sunset sky." - **Tagore**

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**Ahmedabad,
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**Victor Pereira
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IN SEARCH OF HAPPINESS

By Tharuvai Srinivasan (PGP 1967)

Stumbling on HAPPINESS

“THINK YOU KNOW WHAT MAKES YOU HAPPY?”

The main trigger for this paper is the book *STUMBLING ON HAPPINESS* by Harvard psychologist, Daniel Gilbert, which stands out in a veritable sea of books on Happiness, due mainly to its strong research content. We start this paper with three crucial, if somewhat disturbing, points that Gilbert makes in his very insightful book.

1. The term “happiness” is hard to define precisely. It can mean different things to different people, and to the same people at different times.
2. Imagination provides us with a pre-view of our future, but not an accurate one, particularly our emotional future. When we imagine our futures, we tend to fill in, leave out and take little account of how differently we think about the futures once we actually get there.
3. It is not certain that any of us attains happiness through conscious effort. More often, we stumble into it.

This paper draws heavily on insights gathered from Gilbert’s book, with a sprinkling of my own experience and reflections.

DEFINING HAPPINESS It seems safe to postulate that happiness is a feeling, and feelings do matter, far more than most of us realize. Life can be seen as a continuous stream of experience, and human response to that experience. As Plato suggested many centuries ago, there is, in human nature, a deep-seated urge to avoid pain, and to increase pleasure. It may well be that we have no better basis for understanding happiness than through this urge to avoid pain and to augment pleasure.

But then, what about a sense of contentment and peace of mind? Surely, happiness should include these outcomes as well. So, happiness can be construed as an amalgam of the following:

- The deep-seated human desire to avoid pain and to augment pleasure
- A sense of contentment, and
- That elusive thing called peace of mind

I recall an interesting practice followed by a friend of mine. He maintained a diary in which he recorded, on a daily basis, the three things that made him happy on that day, and three things that made him unhappy. He used to say that this practice enabled him, over time, to focus on the things that made him happy and avoid the things that made him unhappy.

PERSPECTIVES THAT MIGHT HELP There are two major perspectives that might help us understand the roots of human happiness:

Two Useful Perspectives on Happiness

Different shades of Meaning:

- Emotional Happiness
 - Moral Happiness
 - Judgmental Happiness
- (Definitions follow)

Three decisions we all need to make:

- What to do?
 - With Whom to live? and
 - Where to live?
- (How well we make these decisions can affect our happiness)

HAPPINESS CAN BE OF THREE TYPES According to Gilbert, the word happiness is used to convey at least three, related things:

- Emotional happiness (a feeling, an experience, a subjective state, without any objective referent in the physical world).
- Moral happiness (the feeling that results from the practice of virtue)
- Judgmental happiness (the feeling that comes from seeing someone else's happiness eg. you are happy and that makes me happy)

This is an interesting classification that helps us understand three major sources of human happiness:

- A feeling of joy such as can come from watching (or just the memory of) a work of art, or the beauty of nature
- The happiness that can come from being truthful, compassionate, friendly and helpful
- The happiness that comes from seeing others happy.

Does this classification contain a useful hint on happiness? I think it does. Our happiness can be complete, only if rooted in a sense of compassion and a deep desire to see other people happy.

We close this section with an interesting quote from Tolstoy, the great Russian writer and philosopher: *"A quiet secluded life in the country, with the possibility of being useful to people to whom it is easy to do good, and who are not accustomed to have it done to them; then work which one hopes may be of some use; then rest, nature, books, music, love for one's neighbor - such is my idea of happiness."* - Leo Tolstoy, Family Happiness

THE THREE CRUCIAL DECISIONS IN LIFE There are three most crucial decisions that we all need to make in our lives, decisions that can make or break our lives:

- What to Do (choice of career)
- With Whom to Live (choosing one's life partner)
- Where to Live (choosing one's place of residence)

That these are crucial decisions in life is something that most of us realize, but it is far from clear that we take the trouble to get them right.

AN ATTITUDE OF SURRENDER Our desire to refashion the universe in our own image, is as old as it is human. But life keeps throwing curved balls at us all the time and keeps reminding us that the universe has a way of its own, and there is a Higher Power at work. The great religions of the world have all emphasized the need for us to surrender to a Higher Power, call it God, the Universe, or what you will. Without an attitude of surrender to such an exalted being, and an acceptance of the present moment as it is, no lasting peace or happiness seems possible.

BIOLOGY MATTERS Biology matters in at least three ways:

- Firstly, as we have hinted in an earlier section of this paper, the hormonal differences between men and women have a large influence on behavior, particularly female behavior. And the general male neglect of this profound reality could well be the single most important cause of all the untold, and immeasurable, suffering that the women of the species have endured through the centuries
- Secondly, there is the good old adage: "A sound mind in a sound body". It is fair to say that there is general appreciation of the truth of this adage, and, by and large, we all pay some attention to physical health. Again, consider this quote from Napoleon the Great: "The best cure for the body is a quiet mind". Both these quotes contain a strong hint about the close connection between the human body and mind.
- Thirdly, the beneficial effect of practices like transcendental meditation, on the electrical activity in the human brain, leading to greater coherence of brain waves, clearer thinking and more effective action.

THE BIOLOGY OF BELIEF While we do not quite know where the body ends and the mind begins, we all have a vague idea that the two are connected. In his best-selling book, Bruce Lipton (6) takes this idea forward, to show how positive and negative emotions impact the cells and molecules in the human body - positive emotions in highly beneficial ways and negative emotions in quite the opposite direction. The main take-away from this influential book is this: That we must change our competitive, dog-eat-dog, "survival of the fittest" paradigm to one that supports everyone and everything on this planet - a paradigm of interconnection, openness, growth, and survival of the most loving.

And, consider this interesting quote from the same book: *"You can live a life of fear or live a life of love. You have the choice. But I can tell you that if you choose to see a world full of love, your body will respond by growing in health. If you choose to believe that you live in a dark world full of fear, your body's health will be compromised, as you physiologically close yourself down in a protection response."*

TO CONCLUDE All things considered, it seems to me that Daniel Gilbert is right when he says that happiness is not something we achieve through conscious effort. It is something that happens, or, better still, we stumble into it. We might get a little bolder and say that, our chances of stumbling into happiness might be improved by the following practices and attitudes:

- Attention to health. A sound mind in a sound body.
- The practice of a competence - teaching, singing, acting, other - both for one's own sense of fulfillment and for the general good.
- An attitude of surrender to a Higher Power
- A deep sense of compassion and a deep desire to see others happy.
- Getting life's three crucial choices right - career, life partner and the place of residence

Here, then, is the closing line: We do not achieve happiness through any conscious effort on our part. We stumble into it. The best we can do is to try and improve the chances of that "stumble".

(For the full article and references, please follow the article at wimwian.iima.ac.in)



[PRAKRITI] NATUROGRAPHY CONTEST 2018 - BEAUTY OF CAMPUS BY JOSEPHINE PADMINI C

ASMITA - WOMAN

The Women Leadership Conclave

Dr. (Mrs.) Jyoti Rana (FDP-2006-07)

Founder & Chairperson - Foundation for Management Research & Training (FMRT)



Foundation for Management Research and Training organized a Women Leadership Conclave - ASMITA - WOMAN (Weaver of Optimism, Motivation, Affinity & Nobility) on 30 September, 2018 at Nehru Memorial Museum & Library, New Delhi.

FMRT has been founded with a soul full of value, versatility and validity. Dr. Jyoti Rana, alumna of IIMA (FDP-2006-07) is the Founder and Chairperson of FMRT which is a non-profit organization. Our core efforts are to facilitate

development programs, conclaves, and expression development workshops for transforming lives in India. We at FMRT work on two separate levels: For the organization, our approach is of the 5 Es - empathy, expectations, education, engagement, and elevation; whereas for beneficiaries, it is 5As - actions, achievements, answerability, aspirations and acknowledgement. We not only respect everyone's individuality but also try to inculcate the "We are meaningful" sense in everyone. Our pedagogy is based on Craft, Communication, Concentration and Commitment.

ASMITA - WOMAN



This turns our work into the ultimate sense of joy.

The conclave was inaugurated by Padma Shri Shovana Narayana (the reigning queen of Kathak, Kathak Guru, Performer, Choreographer & IAAS (Retd)); Dr. Debashis Chatterjee (International Leadership Coach, Author - Invincible Arjuna, and Timeless Leadership, Director - Indian Institute of Management - Kozhikode), and Ms. Supriya Shrinete (Executive Editor & Prime Time Anchor, ET Now). Dr. Jyoti Rana, Chairperson of FMRT gave the inaugural address and welcomed all the guests and delegates.

In the first session, Prof. Neharika Vohra from Indian Institute of Management - Ahmedabad and Ms. Shukla Bose from Parikrma Humanity Foundation gave the keynote addresses. The second session was a panel discussion, wherein panellists Ms. Laxmi Agarwal (Acid attack survivor), Ms. Kalki Subramaniam (Indian transgender activist) shared their journey of turning their adversities into their strength with Dr. Jyoti Rana (Moderator of the discussion).

In the third session, Mrs. Shivani Wazir Pasrich (Former Miss India Worldwide), Dr. Kruti Parekh (Asia's only Female Professional Mentalist, World's youngest Artistic Illusionist), Dr. Pratap Chauhan (Director, Jiva Ayurveda), and Dr. Jyoti Rana (Chairperson, FMRT) gave their talks on different topics.

In the fourth session, Dr. Kavita A. Sharma (Author of Windmills of the Mind, & Queens of Mahabharata, President, South Asian University, New Delhi), Ms. Preeti Singh (Epileptic - Author of Crossroads), Ms. Deepti Mishra (National Poet, Writer, RJ, Actor) spoke on creativity and capacity.

In the last session Padma Bhushan - Shabana Azmi (The Legendary Actress, Social & Women's Rights Activist, Ex-Member of Rajya Sabha) shared her thoughts on women leadership. And finally, the role models who have excelled in the leadership roles were honoured with ASMITA Awards. Prof. Neharika Vohra has been awarded with ASMITA - Academic Women Icon Award for her exceptional work in academics.

[PRAKRITI] NATUROGRAPHY CONTEST 2018 - RAISING CONCERNS BY KULDEEP YADAV



YESTERDAY ONCE MORE

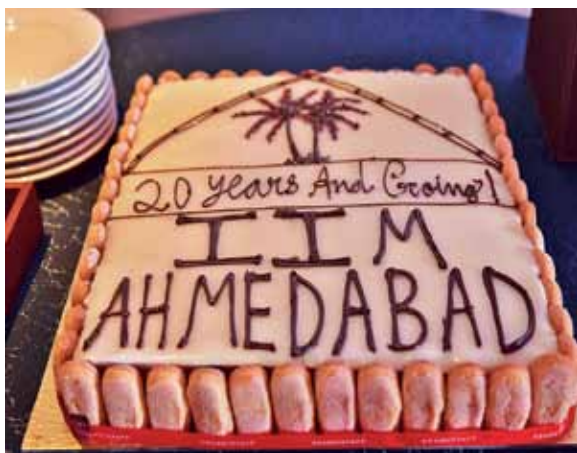
THE **WIMWIAN**

BATCH ACTIVITY AND NEWS

PGP 1998 CELEBRATES 20 YEARS OF TOGETHERNESS IN GOA



We are all in it together



Celebrations call for cake



Guru Gyan



Beauty and the brains



Pappu still can't dance saala



Rock On

PGP Twenty years since we graduated - 22 since we first laid eyes on each other and those brick walls - and not much had changed. Or so the PGP 98's 20-year reunion indicated over 48 hours in Goa.

The 65 WIMWIans gathered at the expansive, effective Grand Hyatt property expecting nostalgia, fun and easy banter. We got it all, in good measure.

Start with a quiz. Always a quiz, right? Masterfully crafted by illustrious geeks Bappe and Dingbats, there was a fight to the finish and enough RG-giri befitted an IIM-A competition.



OC - Determined, unassailable and exhausted



Tugging away at hearts and memories

Segue to a musical night. The band got together and brought back memories of LKP evenings as Slash played Free Bird like only he can (hail the master); Balma sang for his supper and deserved a 3 Michelin star meal for his soulfulness. Also, Gogo, Sax, Subhadra, Rupa, Panzy, Lalitha, Sanoke and Rocky - we are lucky batch indeed.

Closing note: The Ramp Party. No ramp, fine. But party, for sure. The DJ kept us moving to old favourites and new. Admittedly, our moves hadn't changed (improved!) with time but the energy was commendable.

Special mention: An impromptu stand-up comedy act by Lily Ganguly. It was 3 minutes of hilarity and happily, when the act goes professional, we'll all be able to say that we were there.

So, it was as fun as we make it sound, made possible by the determined OC: NamB, Surbhee, Chutki, Kitty Shiva and Susa. Honestly: Don't know how they did it.

Endnote: The 25-year reunion can't come soon enough.

YESTERDAY ONCE MORE



PGP 1972 RELIVES MEMORIES IN MAHABALESHWAR

Vasuki G S

As resolved at the Muscat Reunion in January 2018, the batch organised the next reunion promptly at Mahabaleshwar (Dec 3 to Dec 6, 2018). Prakash Telang led the organising team that had active participation of S.Jambunathan, Vijay Sagar, Suresh Dikshit. The enthusiasm generated active participation of 30 batch mates. viz., Satyanarayan

& Amita Dangayach, Vasuki & Asha, Prakash & Anjali Telang, Vijay & Vijayalakshmi Iyengar, Girish & Lena Gaur, Bharat & Leena Lakhkar, Nilkanth & Sunila Athalye, Dhiren & Renu Gupta, Yashpal & Ashoki Gupta, Sharad & Mani Sarin, Jambunathan & Nimmi, Rajendran & Nandini, Kapil & Perveen Malhotra, Vijay & Ritha Sagar, Narendra & Pooja Ambwani,



S.Ramakrishnan & Mala, Achyut & Chanda Vaze, Sachidanand & Padma, Ravi & Usha Sunderarajan, Narpati & Sunanda Luthra, N.Subramanian & Sundari, V.S.Kumar & Kamali, Suresh & Jayshree Dixit, Chandu & Lata Bhide, Anshu & Syama Balbir, Ajit & Smita Mantgani, P.Ramnath, Ramesh Gangaramani, Pramod Tembe, Rajkumar. Suniti Munish Gupta and Monica Nelson Fernandes graced the gathering with their active participation.

The three-day sojourn was full of activities that included treks to Pratap gadh, boating on Tapola lake, Visits to historic Mahabaleshwar temple, the birthplace of 5 rivers, the Market, Sunset and Sunrise points and such other geographic places of interest. Pramod Tembe covered the historic aspects with aplomb. At the historic Dina hotel, there were many other events organised. The ladies conducted a fashion show, following the lead every lady participating in the reunion showed how good they are on the catwalk, putting many a model in shadow with their moves. Surely the husbands were quite surprised. The ladies also conducted a riveting tambola. The men conducted two brain teasing quizzes, one based on movies and the other based on the names of lady participants. The chill was driven away by a camp fire followed by gala



dinner. This was followed by a lecture Demo by Bharat of how NYPD uses forensics to solve crime incidents.

The last event was to get the group to gather for a photo after which the buses left for Pune resolving to get together in a year at Jaipur under Anshu Balbir's directions, leaving Guru with his assignment to present an updated version of the 1972-year book Anubhooti.

YESTERDAY ONCE MORE



PGP 1980 CELEBRATED REUNION AT KAZIRANGA NATIONAL PARK

The seeds of the reunion were sown in early 2018 through a survey designed and conducted by Sundeep Kumar. Helping him in the efforts were Tushar Korday, S Gopalan and Arun Wakhlu. Based on the feedback received, we zeroed in on the Kaziranga National Park for our 2019 reunion (8 to 11 Feb, 2019).

After the creation of a WhatsApp group in which those who had signed up and their spouses were members, the preparation and excitement began. We had a few last minute drop-outs which Sundeep called the “wife jinx”. Vipul and Shibani Jain had to cancel because of a broken ankle. Jitendra Dadoo could not come because his wife broke her wrist. Yasho came alone because Anu, his spouse, had a problem with her shoulder. Ravishankar and KMS Srinivasan



(lovingly called KMS) also came alone because their spouses had other things to attend to. Gopalan and

YESTERDAY ONCE MORE



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Malathi could not join due to pre-retirement business exigencies.

On the 8th of February, groups from Mumbai (Nagarajan, Gita, Tushar, Shailaja, Anu and Arun), Delhi (Verinder, Ritu, Viresh, Sangeeta and later Yasho, Dinaz aka Babli and Sanjeev Kaul), converged at Guwahati Airport with the teams from Bangalore

(Raghs, Mallika, Mark, Suma and Ravishankar who had met some of us after 38 years) A warm reception with Assamese Gamchas and bear hugs from batch mates who had landed greeted us. KMS who had come in early from Hyderabad, and Santh and Rajani from Chennai formed the “reception committee” for the first arrivees. Sunil, Kiran, Sundeep and Pallavi were already awaiting us all at the IORA Resort in Kaziranga.



A nice drive in Innovas through Guwahati, a memorable Assamese Lunch at the IORA Food Court and tea at the Anurag Dhaba, on the way saw us all

reach the IORA The Retreat, Kaziranga at 6:30 pm. The evening ended with drinks and dinner, catching up and a nice nip in the air.

YESTERDAY ONCE MORE



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After an early breakfast on the morning of the 9th, we left for our first Safari into the central part of the Kaziranga Reserve. The Park has the distinction of being home to the world's largest population of the Greater One-Horned Rhinoceros (1855), wild Asiatic water buffalo (1666) and eastern swamp deer (468). Significant populations of large herbivores include elephants (1940), gaur (30) and sambar (58). We were not counting them, but filming for sure!

The lunch on the 9th was a traditional Assamese lunch at the Bhatbaan Restaurant. We had another Safari in the afternoon traversing the Western Region of the Wildlife Park. In the evening, we had a presentation on Wealth Management by Anand Rathi and Associates. Director-Head Products, Chethan Shenoy stressed the need for making a will, creating a trust to handle succession without "transmission losses" and generally the need to get our wealth management acts together! The serious stuff was followed by a sponsored dinner and drinks, karaoke and dancing. A guitar appeared and we got to hear Mark Silgado belt out some lovely songs in his mellifluous voice

once again after 35 years. Ritu Garg rendered a melodious song while Rajeev Kumar sang a popular Hindi number to showcase his singing talent. This was followed by a Jayantha, KMS and a few others taking to the dance floor and shaking a leg and more.

The last day at the Retreat saw us all leave for Elephant Safaris well before breakfast. Sitting on top of elephants, rocking to the "Gajagamini" like rhythms of the graceful elephant walk, and watching rhinos from 5 meters away in the early morning mists was a heavenly experience.

After breakfast, we drove to Camp Nikori for 'chill and chats' over beer. It was here that Sanjeev discovered that KMS had visited 135 countries, while he had just done 99! We all also decided unanimously (almost) that the next reunion would be at the Andaman Islands at roughly the same time next year. The eventful afternoon saw 'Powered Para Gliding' rides for the more adventurous ones, boat rides down a tributary of the Brahmaputra, walks in mustard fields, and a car ride to the Brahmaputra which was aborted due to muddy roads in a village enroute.



The evening back at the IORA Retreat saw some dancing action with a live band, a blazing bonfire, traditional Bihu dances and a spontaneous emergent dance of all the batch mates to the song “Yeh Dosti...”. All the wives were moved by this emergence, judging by the cameras that were clicking away. They also joined the circle later in a grand celebration of community and togetherness. Jayantha Bhakta was at his dancing best.

Sundeep Kumar and Pallavi, the chief organisers were given bumps by proxy with KMS sportingly bearing the brunt of the actual bumps.

We then got news of a possible Bandh coming up the next day. What would a holiday in Assam be without a taste of a bandh! Sundeep and team, with ground intelligence from the police (thanks to the good offices of Verinder Garg) took some calm headed

decisions. Most of the batch left for Guwahati by car in the night of the 10th February, reaching Guwahati safely by the early morning of the 11th Feb. Some, who were headed for Meghalaya on the 11th stayed back at IORA.

There were many mini re-unions on the way back home: at the Novotel in Guwahati, at the Guwahati Airport and in lovely Assamese restaurants like the Gams Delicacy.

All left with joy in their hearts and a resolve to meet again at the Andamans next year.

It was a time of gratitude and love; community and togetherness.

To our batch mates who could not join this time: “We missed you!!”

Do decide to come to the Andamans, so that we have another great time together.

YESTERDAY ONCE MORE

THE **WIMWIAN**

TEES SAAL BAAD: THE BATCH OF 1989 IN THE CAMPUS



Reunions are meant to be fun, a trip down memory lane and perhaps another attempt to find the young you in the middle-aged me. Our batch of 1989 had its first reunion in 2009 which we called Bees Saal Baad (BSB). Since then, we then have celebrated a Pachees Saal Baad (PSB) and this was very imaginatively called Tees Saal Baad (TSB).

TSB started as all reunions start with people looking at each other saying you have not changed at all even as the brain tried desperately to put a name to the face. In a lot of cases, the name that popped up just did not match the person. Gokey was guilty on a few occasions as were a few other. Our formal session started with a memorial service. Our batch has lost six

of its members. In fact, two classmates passed away in 2018. Tava and Pretty lost their battle to long illnesses. Perhaps this served as an urgent reminder of our own mortality and therefore the need to spend more time with friends.

P Gopichand was our star speaker who spoke about the place of sport in our lives. At one level, he was deeply philosophical, very far removed from the usual outcome oriented discussions that exist in the sport arena. His stress was away from the medals we win in an Olympics or an Asian or Commonwealth Games to the environment that we create where such results are a corollary of the system and not a focused output.

It is amazing to find that many of our batchmates

YESTERDAY ONCE MORE

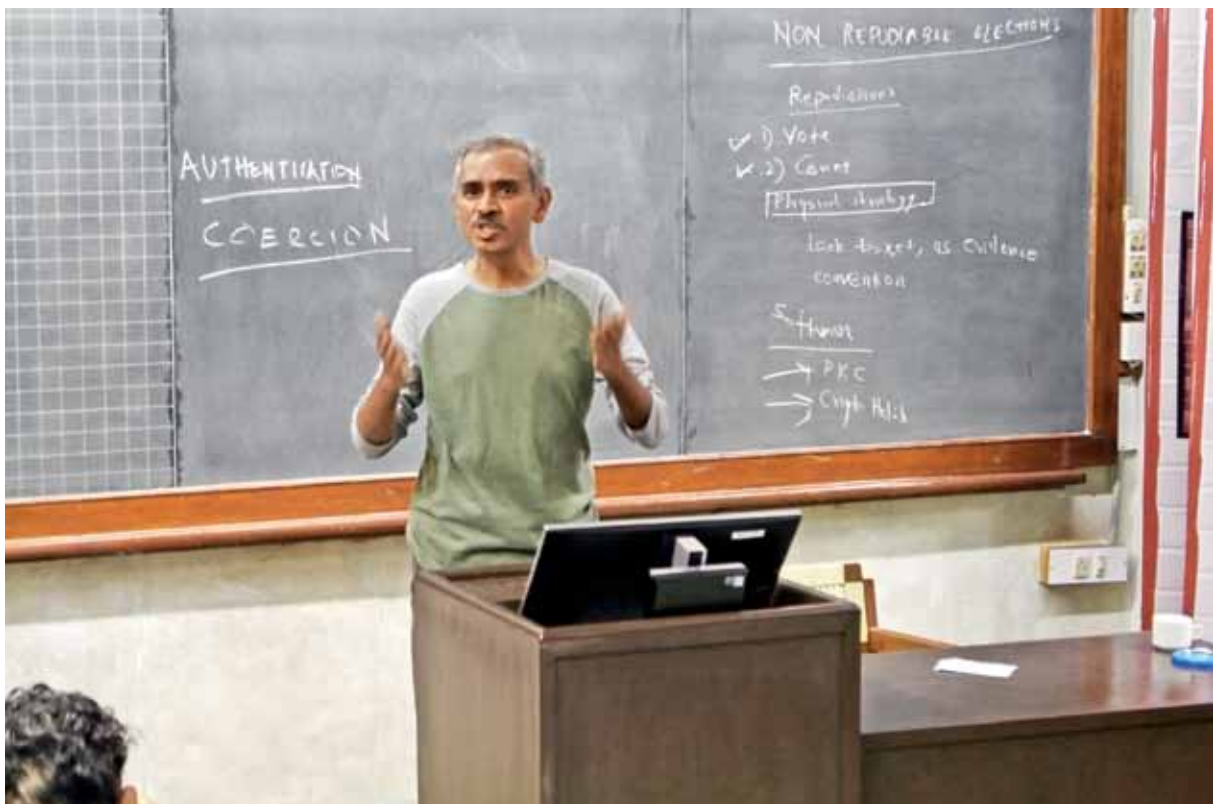
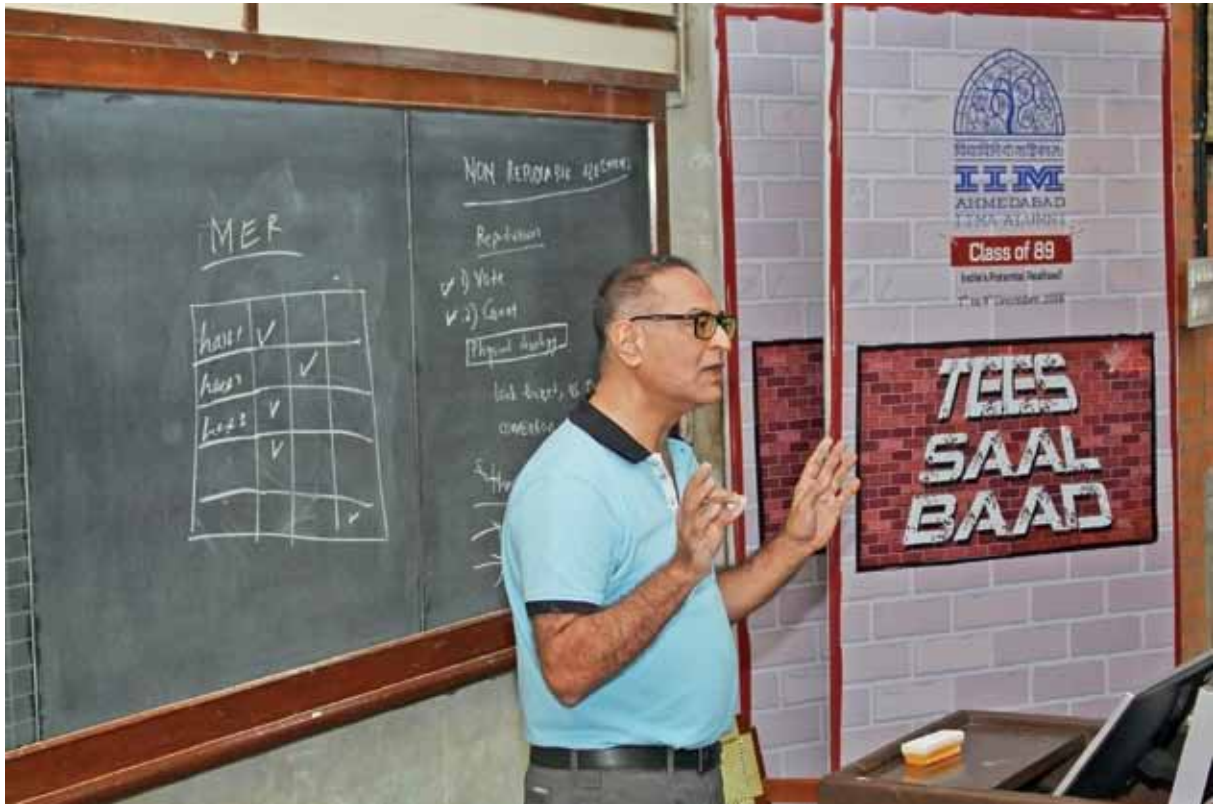


Back to the red bricks, Prof A. K. Jain took a lecture for the batch, leaving all enthralled



The batch had an interactive session with Mr. Pullela Gopichand, the Chief National Coach for the Indian Badminton team







have become experts in fields which are not their day jobs. Yoga, health, autism, theatre, photography, cryptography.....you name it we have it sort of zeal seems to be strongly present. So, it was fitting that a bunch of people spoke about their passion. Sridhar spoke on autism, a moving session of how he is trying to make a difference in lives poorly understood by society. He is setting up a campus near Bangalore for children with autism and if you need any further details or would like to contribute please contact Behavior Momentum India Foundation directly at +919538001515 or email at Sridhar.a@behaviormomentum.com.

Rahul and Dingo spoke on 'Health' with deep conviction and personal experience having tried out most of what they were talking about.

A most unusual session was on non-repudiable elections held in CR3 by Nikesh Sinha and Kaviraj Singh. They presented a conceptual framework to reason about digital elections held via mobile devices where the votes and counts are open to observation and thus non-repudiable. Voter privacy and integrity of voter list continue to be strong constraints in the framework. The design approach drew upon recent activity in distributed ledger technology pioneered by crypto-currencies. Public key encryption, cryptohashing, and consensus algorithms are the key building blocks of this framework. This project started off as a hobby and now threatens to become a bigger beast in the near future.

We also took the opportunity of getting a taste

of Professor Abhinandan Jain again in a classroom setting. Prof. Jain was much feared and respected by us, and the same dread returned when he entered our class and grilled us in the same fashion on a case which looked complicated but was essentially focused on by product usage and revenue expansion on that basis.

Back in 2009, we tried in our own small way to set up a batch fund for the institute. The fund raising supported the M N Vora Sports Complex.

As always, TSB was one long adda, fittingly capped by lots of discussions, about politics, finance, children, mortality, singing and dancing. These were three memorable days and even those who did not come were able to share the experience, with the frequent updates, photos and videos. The bun anda every night alas was no match for somas.

A big highlight was the Mona and Gokey show which left everybody doubled over in laughter. No pre-scripted comedy show could have done better.

As a batch we meet very often in different cities and we have WhatsApp to thank for 'having become closer' with our batchmates. It is not uncommon to have over 500 messages in a group, considering that there is a general interest group and several other special interest groups. "The gift shop is much improved now, with a wide and very good selection" as someone remarked, but the real gift was we were there on the campus, 30 years later, together doing all the fun things we used to do when we were so young.

MAKE BRAND IIMA SOAR HIGH



Recent trends in the donations received from Alums have been overwhelming for all of us on campus. The alums have very generously contributed through large donations, both in individual capacity as well as through batch contributions, for varied initiatives that are being implemented on campus.

This January 2019, we received the highest individual single purpose contribution of USD one million; experienced the quickest batch contribution of over INR 2.5 Crores from the PGP 1994 batch; also were humbled to see the PGP 1968 senior batch Alums make a valuable contribution to support restoration/upgrade and the 25 years' maintenance of the FPM office; restored/upgraded Staff Recreational Club got inaugurated within a year of funding received from Professors Subhash and Deepti Bhatnagar. IIMA is now reporting to the donors on status of utilization of the donated funds as well as the activities being supported through these funds.

The Indian diaspora contribute to the country through whopping USD 80 Billion, making India the world's highest recipient of remittances. Similar trend

is somehow not seen in the Indian institutions receiving funds from the Alumni migrating abroad and in prominent positions all across the world regions.

The developed countries experienced the wave of philanthropic contributions to Universities/Institutions during last century that has stayed on. For India, this phenomenon is yet to be fully experienced. It's only the select top ranked institutions; mainly IITs, IIMs, and a few others that receive meaningful donations from Alumni.

It's very often that the initial major funding comes from the government, founders, and others whose vision these institutions represent. For the subsequent transformational initiatives and associated funding, the Alumni play an important role.

The emphasis on the research for an institution to be counted among the top league as well as the infrastructure to compete even with the local private institutions remain a challenge for the premier public institutions.

Institute is trying to meet the acute faculty shortage with active support of the Alumni community. Alumni have been actively contributing through elective courses, speaker sessions, coming to IIMA as visiting chair faculty for short-term away from their commitments at the top business schools abroad.

IIMA's case is even more unique with the institute's decision not to seek Government funding for the last decade and a half to help preserve the sacred autonomy and associated branding. The periodic requirement to increase the number of seats in various programs to accommodate the national expectations and fulfill social obligations, makes the IIMA's hard-pressed faculty even more stretched. Recruiting the top faculty is the biggest struggle for every premier public institution in India owing to constraints in offering comparable global salaries that is further compounded with the locational disadvantage at IIMA in faculty's family settlement options.

As we continue to increase our engagement with Alumni, we deeply appreciate your contribution in various fields that are critical for the brand IIMA to soar high. We will continue to count on your unstinted support in achieving the shared vision.

Indian Institute of Management, Ahmedabad

GIFT to IIMA FORM

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Phone : _____ Fax: _____ Email : _____

For IIMA Alumni: Diploma/Certificate _____ Programme _____ Year _____

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Currency: INR/US\$/Euro €/Pound£/ Singapore SGD/others _____

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I enclose Cheque No. _____ dated _____ to be used by the Institute.

Ways to remit funds to IIMA in different geographical regions:

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<p>Through Cheque: Cheque payable to "Indian Institute of Management Ahmedabad" Mailing Address: Development Office, RJM Auditorium 1st Floor, IIM Ahmedabad, Vastrapur, Ahmedabad-380 015. Email: dean-aer@iima.ac.in and dohead@iima.ac.in</p> <p>Donation can also be made online through website : https://web.iima.ac.in/institute/giving-to-iima-donations/giving-online.html</p>	<p>Online Transfer : Account Holder: INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD Current Account Number: 10307641013 Bank's Name& Address: State Bank Of India, IIM Branch, Vastrapur, Ahmedabad – 380 015, India Branch Code: 2653 Swift No.: SBININBB412 MICR Code: 380002019 IFSC Code: SBIN0002653 PAN of IIMA: AAAT11247F Please inform through email to dean-aer@iima.ac.in and dohead@iima.ac.in mentioning the purpose of the donation, PAN information, full name with mailing address and If possible, do attach a screen shot of the transfer.</p>
• Contributions to IIMA are 100% exempt under section 80G of Income Tax Rules, Government of India.	

FOR DONORS IN UNITED STATES & CANADA :	
<p>Through Cheque: The cheques should be drawn in favour of "IIM-A Alumni Association" with a covering letter clearly specifying the purpose of the donation, the full name and the address of the donor: Mailing Address: Tejesh Contractor, 44 Kennedy Ct; Princeton, NJ 08540; USA Winter Park, FL 32792</p> <ul style="list-style-type: none">• Please inform Tejesh Contractor through email tejeshc@yahoo.com with copy to dean-aer@iima.ac.in and dohead@iima.ac.in mentioning the purpose of the donation, full name and mailing address and If possible, do attach a screen shot of the transfer.• The contributions would be to 501 c (3) USA (Tax ID No.: 22-3749107) Charity for tax purposes.	
<p>FOR DONORS ELSEWHERE IN WORLD: To IIMA Foreign Currency Account: Online payment should be made in favour of: Account Holder: INDIAN INSTITUTE OF MANAGEMENT AHMEDABAD – F.C.Account Current Account Number: 10307641080 Bank's Name& Address: State Bank Of India, IIM Branch, Vastrapur, Ahmedabad – 380 015, India Branch Code: 2653 Swift No.: SBININBB412 MICR Code: 380002019 IFSC Code: SBIN0002653 PAN of IIMA: AAAT11247F</p>	<p>FOR DONORS IN UK: To avail of the tax benefits under Gift Aid, donations through cheque should be sent to IIMA Alumni London Ltd, which is a registered charity with UK charities commission # 1117664 & HMRC Tax id: XT3019021. https://www.gov.uk/donating-to-charity/gift-aid Online payment should be made in favour of: ICICI Bank UK Plc 45 South Road, Southall UB1 1SWA Current Account Number: 76231759 Bank Sort Code is: 30-01-28 Donors will be required to send in a Gift Aid declaration for tax incentives to be claimed.</p> <p>After online payment please inform: Vikas Nanda: svnanda@gmail.com and Swastik Nigam: n.swastik@gmail.com and dean-aer@iima.ac.in & dohead@iima.ac.in</p>

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