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WIMMIAN



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Congratulations to the Class of 2021!

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THE
WIMWIAN

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Dear Alumni,

Greetings!

Sometimes mere existence seems an accomplishment.

Death and despair have swept through communities across India and we are not an exception. Every person can recount tales of a loved one in the extended family or friend circle who has battled Covid and unfortunately passed away. We have lost alumni to Covid, we have lost colleagues to Covid, we have lost members of the IIMA community, friends and family members to Covid. The grief is compounded by our inability to attend funerals or just comfort the members of the bereaved family.

Yet, difficult times also bring out the best in people. IIMA community members have bonded together to provide succor to each other. Volunteer staff members have handled responsibilities related to efficient running the quarantine facilities on campus and arranged medical assistance. Faculty members have collaborated with alumni and colleagues from other institutes to provide necessary kits for rural India. Alumni members have taken initiatives to support the funding, planning and logistics related to the supply of medical goods for fighting the second wave. Each has done as per own capability. Each drop in the ocean counts.

If Covid was not enough, India faced two cyclones, one of which brought destruction across Gujarat. The IIMA campus was not spared, uprooted trees littered the campus. There is something sad about looking at an open space where a tree used to stand earlier. The space reminds us of the absence. It seems nature too is grieving with us.

At this juncture, only one thing matters - stay safe.

Warm regards,
Prof. Saral Mukherjee
Dean, Alumni and External Relations

56TH CONVOCATION CEREMONY HOSTED VIRTUALLY

Traditionally, the convocation ceremony is held at the Louis Kahn Plaza, where the convocation march is led by the Chairperson and Director of IIMA along with other Board members, faculty and students assemble. This year, owing to the pandemic, IIMA hosted the convocation in virtual mode on May 8, 2021. During the online ceremony, graduating students watched the convocation remotely, while the community members followed the live streaming of the convocation from their offices and homes.

The Indian Institute of Management Ahmedabad (IIMA) held its 56th annual convocation virtually on May 8, 2021. Mr. Kumar Mangalam Birla, Chairperson, Board of Governors (BoGs), IIMA and Professor Errol D'Souza, Director, IIMA graced the occasion, as other members of the Board, faculty, staff, alumni, graduating students and their families joined the event virtually. The ceremony was broadcasted at www.iima.ac.in/convocation2021/.

Mr. Kumar Mangalam Birla, Chairperson, BoGs, IIMA, declared opened the first virtual convocation followed by the invocation, setting the stage for a memorable graduation ceremony. Mr. Birla thereafter conferred Ph.D. titles, MBA, MBA-FABM, and MBA-PGPX degree and awarded scholastic medals. This was followed by the convocation address by Mr. Birla.

A total of 605 graduating students were conferred titles, degrees and included students from IIMA's full-time long duration programmes, i.e. the Ph.D. Programme in Management, the Post Graduate Programme in Management (PGP), the Post Graduate Programme in Food and Agribusiness Management

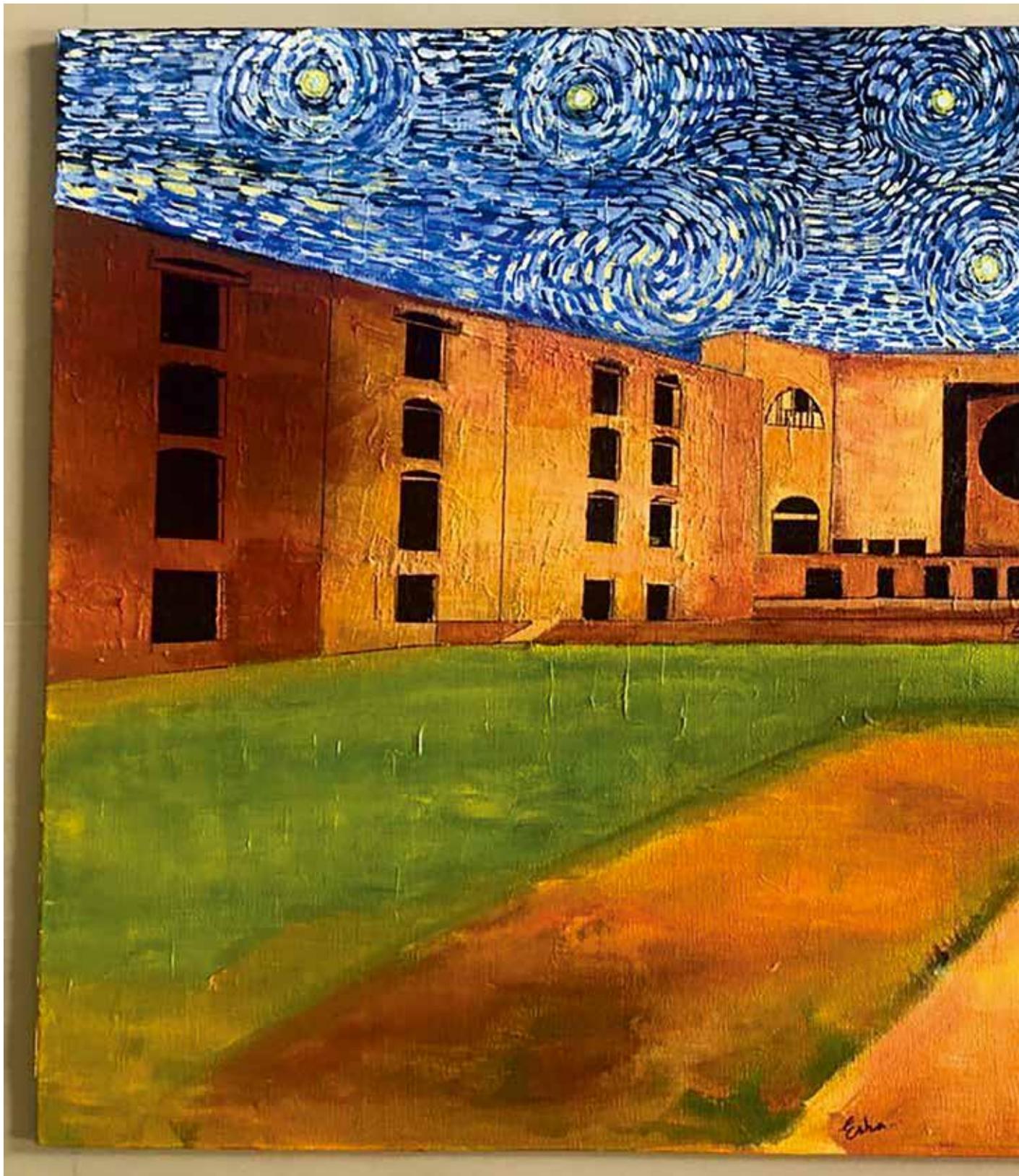
(FABM-MBA) and the Post Graduate Programme in Management for Executives (MBA-PGPX). The toppers from each programme were awarded gold medals in recognition of their accomplishments.

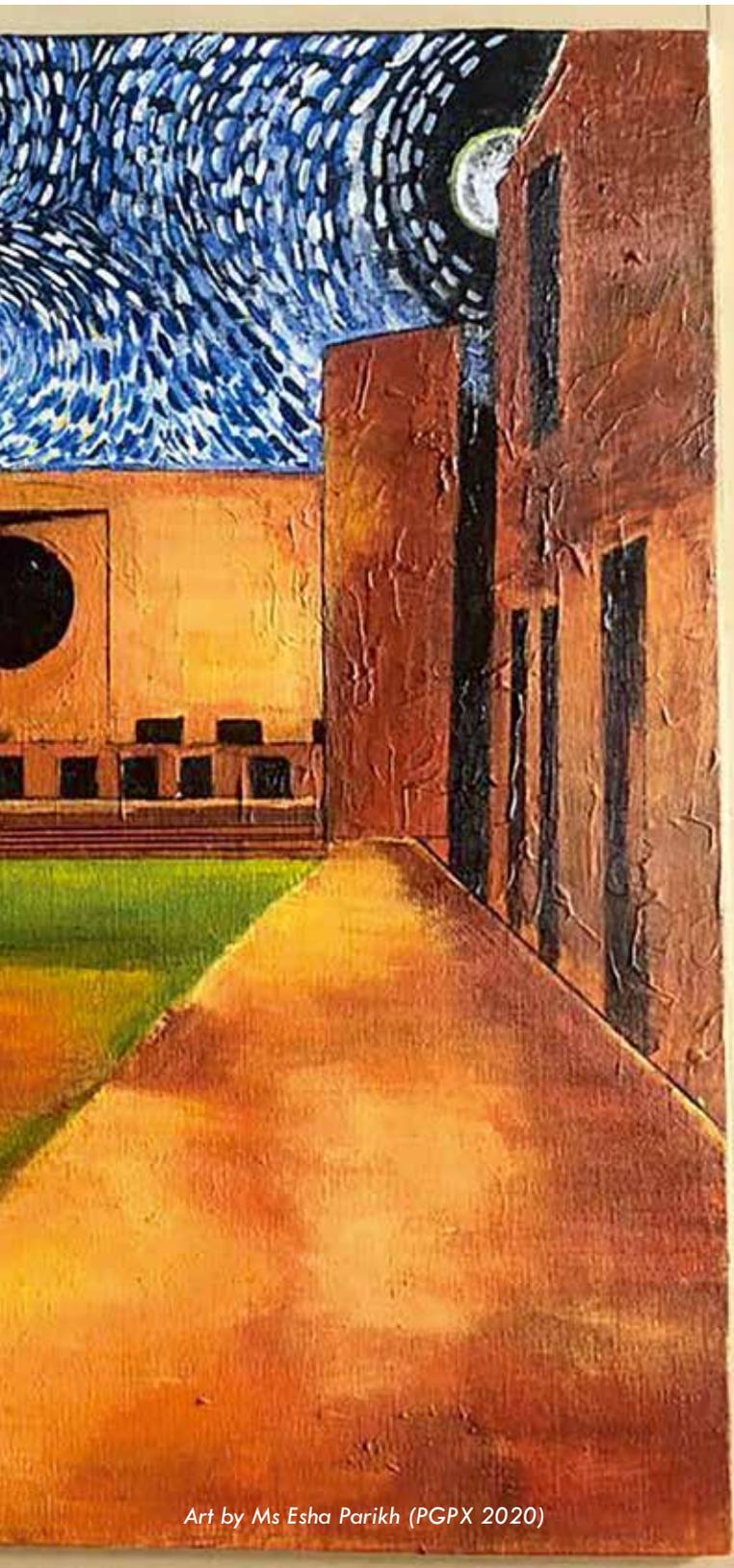
Students Graduating at the 56th Annual Convocation at IIMA

Delivering the convocation address, Mr. Birla, congratulated the graduates and said, "It is important that you have clarity on your North Star, but then be adventurous and experiment, use these experiences to build your flywheel and compliment your IQ with EQ. I don't see IQ and EQ as binary qualities, but rather as complementary traits that make a personality wholesome. You need to add other dimensions to your thinking, most importantly, of empathy and humility. When you look back in a few years you must ask yourself just one question. Did I make a difference? It doesn't matter whether you are a marketer or a consultant, an entrepreneur or a techie. Have you advanced progress in your field and added to the cumulative repository of knowledge and wisdom? If

Students Graduating at the 56th Annual Convocation at IIMA

Programme	Batch	Graduated Students	Gold Medallists
Ph.D. Programme in Management	2021	15	
Post Graduate Programme in Management (MBA)	2019-21	405	Akhil Mangla Arunabh Saxena Vikas Kumar
Post Graduate Programme in Food and Agribusiness Management (MBA-FABM)	2019-21	45	
Post Graduate Programme in Management for Executives (MBA-PGPX)	2020-21	140	Deep Bothra
Total Graduates		605	





Art by Ms Esha Parikh (PGPX 2020)

the answer is yes, then you have done justice to the education you have received and lived up to the rich legacy of this iconic institution.”

In his concluding address, Prof. Errol D’Souza, Director, IIMA, applauded the perseverance and hard work of the students and faculty in the face of the pandemic. Prof. D’Souza said, “Doing what is fair is often in conflict with showing loyalty and good citizenship behavior in organizations that the students will work in. However, in a VUCA world we require people who are just and fair.” He congratulated the students for navigating choppy waters during the challenging year at the institute and encouraged them to go out and give the best they are capable of that will be beneficial not only to their careers but also to humankind.

This academic year, despite the challenges of the ongoing pandemic, students across programme kept up their enthusiasm, giving their best in academic and extra-curricular activities. The Red Brick Summit, India’s biggest management symposium; Krishi Manthan, the largest International Food, Agribusiness and Rural Development Summit of Asia, were student-led events that met with success. The student’s social wing proactively reached out to the weaker sections of the community, during the pandemic to provide financial aid, build community kitchens and facilitate safe travel for migrant workers to their hometowns.

Although the online function was different in many ways, it brought alive the memories of many who studied, stayed and taught at the institute. While the graduating students, their family and friends watched the convocation ceremony from the safety of their homes remotely, a large number of faculty and staff joined the ceremony virtually from their secure offices or homes on the campus.

With the passing out of the students today, IIMA will have around 39,600 alumni who include, business leaders, entrepreneurs, policymakers, diplomats, academics, change makers in the social sector, artists, celebrated writers, among others.

With immense pride, the IIMA community congratulates the Class of 2021 and wishes them a successful career ahead!

CONVOCATION 2021



Post Graduate Programme in Management (MBA) 2021

CONVOCATION 2021





Ph.D. Programme in Management 2021



Post Graduate Programme in Management for Executives (MBA-PGPX) 2021



Post Graduate Programme in Food and Agribusiness Management (MBA-FABM) 2021



OTHER COURSES OF THE INSTITUTE

Due to the pandemic, the on-campus Armed Forces Programme (AFP) and Faculty Development Programme (FDP) for the year 2020-21 stood cancelled. However, the first online FDP in Pedagogy and Research Methods was conducted from June 22 to July 28, 2020.



56TH ANNUAL CONVOCATION**ADDRESS BY MR. KUMAR MANGALAM BIRLA,
CHAIRPERSON, BOARD OF GOVERNORS, IIMA**

Good afternoon everyone! Class of 2021, Prof. Errol D'Souza, members of the faculty, ladies and gentlemen. A very warm welcome to all of you.

When Bob Dylan penned the iconic song 'Times they are a changin'', which became an anthem for change across generations, I don't think he would have remotely imagined the world that we are living in today. In the last 12 months, we have witnessed and embraced change of an unprecedented magnitude. While we have all been robbed off the energy and intimacy of doing this convocation ceremony at the Louis Kahn Plaza, like every year, I am sure all of your digital avatars aren't complaining. As political scientist Ivan Krastev put it, "It might be only for this weird moment in history, but we cannot deny that we are currently experiencing what it feels like to live in one world."

Hidden behind the stories of loss and valour; agony and awe; ruin and revival; is the power of the human spirit. A collective spirit that has enabled us to wrestle with this pandemic for over a year now. A spirit that has been tested, again and again. But a spirit that will triumph, no matter what.

The class of 2021 will be like no other before it. The young people of the World War 2 generation were witness to the massive increase in industrial productivity that came with ramping up automobile, aerospace, and other production to meet the needs of the war years and the demand boom that came post that. Classes graduating in the dotcom bubble years of 2000-01 took away lessons about the husbanding of capital and the need to build more sustainable businesses that transformed what it meant to be an internet company. This pandemic has again stimulated innovation as a broad swathe of companies and consumers have embraced 'digitization'. In the 4

months of 2021, the startup ecosystem in India added over 10 new unicorns whose mix represents everything from interest in financial services to business enablers and our need for human connectivity.

This class is in a unique position. Having had the ability to take a student's dispassionate look at a world in turmoil, you are now stepping into it, to leave your mark as a young leader whose intellectual appreciation of business problems is balanced by a compassionate understanding of the people involved.

The convocation ceremony today marks the culmination of a glorious chapter in your life. This glorious chapter has been defined by three hallmark traits, that I assume are common to all of you - strong academic record, all-round skills that go beyond the classroom, and of course the great hunger to succeed. I call this the trinity of records, skills, and attitude.

Congratulations on successfully completing Chapter 1 of what is going to be the book of your career. Getting to IIMA, completing your course, and finding a marquee job, which is a springboard to new horizons and new opportunities.

Today also marks the beginning of an entirely different chapter in your life. Chapter 2. Success in this leg of your career is entirely predicated on the investments you make, the risks you take, and the learnings you garner over the next 10 years.

Today is perhaps a good day to pause and consider what could be that X factor which will make the difference between just 'coasting along' and 'taking off exponentially' in your life and career. Let me share my thoughts on what could make that difference.

First and foremost, define your North Star: The pandemic and the last 12 months have again shone a spotlight on not just the role of governments but of societies, companies, and individuals in creating better outcomes for all of us. This is a period of short forecast horizons and amplified ups and downs. And therefore, a more important time than ever to define your principles and set your heading. Where do you fit in, and what do you want to be known for? Now is a good time to mull over and define the answer.

Second, Experiment in your 20s: While your North Star is clearly in your sights, in the short term, the

“ This is a period of short forecast horizons and amplified ups and downs. And therefore, a more important time than ever to define your principles and set your heading. Where do you fit in, and what do you want to be known for? Now is a good time to mull over and define the answer. ”

20s should be the discovery phase of your next chapter. As a wise businessman once said, “Risk taking is inherently failure-prone, otherwise it would be called sure-thing-taking.” I feel that too many management graduates enter the corporate world with a ‘this is what I want to do’ attitude. When I say experiment, I don’t necessarily mean start your own business or company. Rather, work in a factory, work in a different country, work in diverse sectors, work across unfamiliar functions. The opportunity cost of experimenting rises sharply as you grow in your career. So, start early and experiment. Be impulsive. But temper your impulsiveness with creativity and positivity. Be thoughtful of what you want to focus on and what is the common thread that strings together your experiments and experiences. Which brings me to my next connected point.

Third, Build your personal flywheel: It was legendary artist Vincent Van Gogh who had remarked that, “Great things do not just happen by impulse but are a succession of small things linked together.”

Your personal flywheel is nothing but your own set of cumulating personal experiences. Think about experiences as units of learning. The more units you can accumulate in a year the more valuable you become. The sooner you start accumulating, the more you accumulate as you go along, as the power of compounding kicks in. Remember, your ability to learn is elastic by nature.

Units of learning should guide your career choices. If you are ever wrestling with a career choice, the defining factor should be the units of learning. Always,

make a choice that accelerates your own learning curve and improves your understanding of the world.

Let me illustrate this point on building a flywheel and experimenting, using the example of an unconventional entrepreneur. At the age of 20, he opened the first record shop and turned a millionaire in 3 years. He went from running a small record shop to starting up a record label to launching music megastores. In his early 30s, when a flight he was set to board got cancelled, he hired a plane, sold tickets, and filled it up with fellow stranded passengers. This experience set in motion the idea for his successful airline business. Aviation was the fount on which his current conglomerate is built, spanning diverse sectors from travel, transport, entertainment, media, and telecoms.

His name is Richard Branson. He was always restlessly entrepreneurial, something that you too can be, even within the boundaries of an organization. Remember, you don't have to be a start-up entrepreneur to turbo charge your flywheel.

And finally, add emotion to IQ: I know all of you have burnt the midnight oil over the last 2 years solving complicated business problems. The reality is that you can't build businesses with spreadsheets. The most detailed business plans this year unraveled in the face of factory workers falling sick. Supply chains came unstuck as the migrant labour silently powering them retreated to their communities. Therefore, don't get unidimensional in the way you think. You need to add other dimensions to your thinking, most importantly, of empathy and humility. I don't see IQ and EQ as binary qualities, but rather as complementary traits that make a personality wholesome.

The irony, perhaps, is that even AI is now starting to hold up a mirror to ourselves. Microsoft's Socio chatbot - Xiaoice boasts of having both IQ and EQ. It has social skills and understanding of human emotions. It writes music, sings, paints, and has a fine arts degree. Xiaoice has had a 29-hour conversation with a human being! In total it has had over 30 billion conversations with 100 million friends. Just pause and think about it, a chatbot is learning social and

“ **To summarize, what I have said is – have clarity on your North Star, but then be adventurous and experiment, use these experiences to build your flywheel and compliment your IQ with EQ.** ”

cognitive skills to build EQ.

The times they are a changin!

To summarize, what I have said is – have clarity on your North Star, but then be adventurous and experiment, use these experiences to build your flywheel and compliment your IQ with EQ.

A decade down the line, you will be confronted with a question: How do you measure this journey that kicked off through this virtual convocation ceremony? The Chapter 2 that I referred to. What benchmarks should you hold yourself accountable to? Is it the pace of promotions? The salary you draw? The designation you hold? The companies you float?

I think it's a simple answer.

You must ask yourself just one question. **Did I make a difference?** It doesn't matter whether you are a marketer or a consultant, an entrepreneur or a techie. Have you advanced progress in your field and added to the cumulative repository of knowledge and wisdom? If the answer is yes. Then you have done justice to the education you have received and lived up to the rich legacy of this iconic institution.

IIM-A isn't just a B-school. It's more than just an institution or a badge of honour. It is now a permanent part of you. You have enhanced your life with education; now enrich it with meaning, purpose, and the thrill of being part of a shared endeavour. The quest for which commences today.

Godspeed to all of you. Thank you very much!

56TH ANNUAL CONVOCATION

ADDRESS BY PROF. ERROL D' SOUZA,
DIRECTOR, IIMA

Mr. Kumar Mangalam Birla, Chairman of the Board of Governors, IIMA Board Members, my faculty colleagues, Officers and Staff of the institute, family members and friends of the graduating students, graduating students, Ladies and Gentlemen. Greetings.

Without doubt it has been a most eventful year. During its course I have reminisced often as to whether it can be characterized as the most momentous experienced by participants in long duration programs at the institute. My limited memory of our institutional history recalls that the PGP batch of 2002 experienced a turn of events that could as well be construed as extraordinary. In 2001, on Republic Day, they experienced an earthquake of 6.9 on the Richter scale. It resulted in the death of more than 20,000 people in our state and injury to more than 150,000. There was damage to many buildings on campus and students were accommodated in makeshift tents. Then in 2002 riots engulfed the city

smack in the middle of placement season and many recruiters were reluctant to come to the city for interviews. Faculty and students were intimidated in a peace march outside the gates of the campus.

Some of us from the institute had participated in a peace meeting in the Gandhi Ashram. The meeting was disrupted by hooligans who proceeded to beat up the participants in the meeting. One person – a photographer covering the event - was hit badly and was bleeding. Near us, was a prayer meeting taking place of a group of Gandhians. Despite the mayhem around them they continued their prayer meeting as though the happenings around them were non-existent. My appeal to some of them to help fetch water for the wounded photographer went without any response.

I believe that the Gandhians in that meeting were relying on cues from the overt reaction of others in the group. Every member of the group was unclear as to

what has taken place in the nearby peace meeting and as to what the ramifications of the event were. To figure out what course of action to follow each looked to understand how others are reacting to the situation. But others in the group are doing the same thing. Each then observes purposeful inaction and infers that the placidness of others is due to a belief that they do not perceive the situation as an emergency that requires intervention. Being part of the group has somehow contributed to a lowering of the sense of personal accountability and deindividuated its members. We become indifferent to others suffering and intervene less when there are others around who could do so. That is disturbing because it means that even when we agree as to what constitutes wrongdoing or to what requires us to act, in practice, we may not act on that knowledge.

The bonds of loyalty to an organization or group makes demands on persons to support each other in every way. Identity cues in the workplace often help employees define and make sense of who they are and if they come to believe that there is congruence between their values and those of the organization they develop a strong sense of identity and experience pride to be a part of the organization. Organizations that demonstrate positive treatment towards their employees often have personnel who manifest high levels of commitment and emotional attachment to their workplace. Both identification with an organization and high commitment foster loyalty and organizations that nurture loyalty tends to have affiliated values such as honesty and benevolence. Their employees demonstrate good citizenship behavior and a strong inclination to help others in the organization. Loyalty activates moral traits which motivates people to behave ethically.

And yet there are instances where we experience the dark side of loyalty when those who are loyal to an organization act unethically mainly for the benefit of their in-groups. We have many instances of such deviant behavior. Accountants often misrepresent firm performance for the benefit of shareholders and clients. Or the corporate elite may collude and engage in fraud. In Enron for instance the CFO, CEO and the auditor, Arthur Andersen, colluded to write unrealized future gains from trading contracts into current income statements thereby giving the illusion of higher current profits. Troubled operations of the company were transferred to special purpose entities

“ Organizations that demonstrate positive treatment towards their employees often have personnel who manifest high levels of commitment and emotional attachment to their workplace. ”

to keep them off Enron's books and make its losses look less alarming than they were.

In sports too we have witnessed unsportsmanlike conduct as widespread doping programs have been uncovered in running, soccer, professional baseball and cycling. I recall being numbed when one of my favourite sportspersons, Lance Armstrong, was called out for the use of dope in the US Postal Service cycling team. The team started out with testosterone but soon graduated to the more powerful EPO – erythropoietin – that stimulates the creation of red blood cells which boost performance by about 5 per cent, or, roughly the distance between the first place in the prestigious Tour de France and the middle of the pack. EPO can be detected in the body for a number of hours after being taken – called the “glowtime”. During this time the cyclist needs to avoid meeting with the dope tester. The team used their cell phones to tip each other off whenever a tester appeared in Girona, the town in northern Spain, where the cyclists were training. Cyclists were required to drink large amounts of water or inject themselves with saline solution in order to accelerate the fading of the glow. The team doctor, Michele Ferrari, used small micro doses injected into the vein to help reduce EPO glowtime.

In the military and police force there are many instances of loyalty fostering cultures of crime by demanding members silence to others' transgressions which have sometimes involved the physical abuse of local civilian populations during a deployment. One of my favourite films titled “A Few Good Men” is about such behaviour. It is based on events that took place at the Guantanamo Bay naval base in 1986 and showcases the tension between loyalty and following orders versus being ethical and following one's conscience. One of the marines who does not match up to his fellow marines and had poor relations with them attempts to get transferred

out of the base by bypassing the chain of command. While the marine's executive officer advocates the transfer be initiated the Base Commander orders that the marine be trained to become a better marine. It is suspected instead that a "code red" order which is a form of a violent extrajudicial punishment was issued and the marine who put in a request to be transferred was murdered. The two accused marines who are loyal to the unit maintain their silence and claim they were doing the bidding of the Base Commander who is eventually skillfully prodded into admitting the truth. They are eventually cleared of murder but are dishonorably discharged for unbecoming conduct. What they did wrong was to fail to defend those who were too weak to fight for themselves. These examples force the realization that when we have salient group affiliations we are more willing to forgive bad behavior and group identification can result in unethical action and out-group hostility.

Evidently loyalty not only works to ensure people identify with their groups but it also induces a fear of exclusion. In the Enron or US Postal Service cycling team case it is possible that loyalty to the group or organization increased the psychological stakes affiliated with competition and increased the proclivity to act unethically. Competition involves groups in rivalry with each other over scarce resources, and if the stakes involved are high, it has the effect of inducing a proclivity to act unethically as their loyalty primes them to act for the benefit of the group. When the outcome of competition is emphasized and the leadership pushes for obtaining results loyalists may not hesitate to be dishonest even when they have no instructions to break the rules as they view it as benefiting the group to who they owe their loyalty. Their identification with the organization is so high that it blinds them to shady practices. And those at the top of the organizational hierarchy who are expected to stop wrongdoing identify more strongly with the organization and are unable to see the unethical practices as being wrong. Dear Students, doing what is fair is often in conflict with showing loyalty. In many selection committees at academic institutions and in public organizations I have witnessed how doing what is fair – promoting an employee based on talent and performance – is often in conflict with rewarding loyalty – in this case promoting a longstanding employee.

“ In that world no matter how much preparation and planning you have done there is always a change in weather or an unexpected seemingly insurmountable rock or ice face, or the thin air causing a reduction in cognitive functions and the athletic capacity of the body to operate under extreme cold and strong winds. ”

The downside of loyalty is that it promotes too much of good citizenship behavior where people do not voice their concerns and that proves detrimental for the group. In today's scenario that has been characterized as a VUCA world there is an increased imperative for organizations to encourage voice as it is differences in perspectives, thoughts, and insights that often enable decision makers to avoid blind spots and find creative ways to address problems. I have been fortunate to experience decision making in situations of unexpected twists and turns during my earlier years as a mountaineer. In that world no matter how much preparation and planning you have done there is always a change in weather or an unexpected seemingly insurmountable rock or ice face, or the thin air causing a reduction in cognitive functions and the athletic capacity of the body to operate under extreme cold and strong winds. The lesson I learned on an expedition with a team of renowned mountaineers to a 7,385 metre peak which was at that time the highest unclimbed mountain in the world was that climbing in big teams where the decision making is hierarchical and top down is a mediocre way to approach the task of getting to the summit. I believe that the 1996 fiasco on Mount Everest that got made into a famous film was due to just this error in the design of the organization's method of addressing the tasks required to summit the peak.

Rob Hall, the leader of the expedition had summited Everest four times. He is perhaps the most selfless and courageous climber ever who never gave up in his attempt to save the life of a fellow

mountaineer even though his team at base camp advised him to leave his companion as it was the only chance to save himself. Hall had stressed the importance of obeying his orders to his team, of how his word is absolute law, and that he would not tolerate any discussion whilst the team is on the mountain. He was doing what was the standard thing to do which is that when decisions are to be executed there should be nobody compromising the implementation by expressing dissonant views, especially when the leader is experienced. The problem with this was that information vital to making decisions never got aired. For instance, one of the climbers was a pilot with extended experience of deciphering cloud formation. He realized that the wispy clouds he was seeing were thunderclouds, which meant they should head for safety, but since his instruction was to follow decisions and not to have a hand in making them he did not speak up to the guides. Another climber at an oxygen cylinder dump was informed by a guide that there is no oxygen available. He nevertheless checked and found the cylinders to be full. The guide's regulator had most likely become obstructed with ice causing him to wrongly conclude the cylinders were empty. Despite realizing the guide was wrong the climber did not press the point even though that information was crucial for the safety of those descending the mountain. Hall radioed in at that dump about a need for oxygen and was wrongly informed that they were all empty. Lacking oxygen, he still strived to save the life of a fellow climber in need of assistance, an almost impossible task at that altitude without oxygen supply. He eventually perished. Critical information was never shared and people did not speak up when it mattered. Volatile and complex situations require critical information for constructive decision making but the method of running the team deprived them of the benefit of that vital ingredient during life threatening events. It can, and in this case, it did result in disaster.

The issue is important enough that it may be stated bluntly. For organizations to survive turbulence they require agents who feel free to speak up and offer suggestions without those actions being seen as threats. There are benefits to loyalty as it relates to benevolence and good citizenship behavior. At the same time as we have seen it blinds us to disquieting truths. If we want to avoid situations where people just go along with the crowd and do not act on behalf of the organization regardless of the cost, we need people to be just and fair. Being just requires

“ May you be fair and just in your dealings and may you prosper and as you do so may you extend yourself to promote the good of humanity. ”

us to prioritize that we safeguard ourselves and the organizations we are part of against the worst possible outcomes. This requires environments where people feel free to offer suggestions and opinions without the fear of being ridiculed or penalized in some form. This is a requirement today as well in our social and political spheres. As we are expounded the virtues of forms of loyalty such as patriotism we need enabling environments that allow us to be critical of blind adherence to this noble principle when it is used divisively or in a manner that is discriminatory. Our calling should be to act justly and public institutions should protect us from the fear of reprisal, which is what they have been designed for in the first place. Jimmy Lai correctly stated that “Fear is the most inexpensive and convenient way of ruling and controlling people”. An organization or society that allows people to feel excluded or threatened and where people do not speak freely and share their thoughts is one that is caving in from its reach to ensure the greater good for all.

I pray as did our national poet Gurudev that you work for and live in societies where the head is held high and the mind is without fear. May you be fair and just in your dealings and may you prosper and as you do so may you extend yourself to promote the good of humanity.

Congratulations to you, your loved ones, and family members, as you step out of here as ambassadors of the institute. We are already proud of your forthcoming achievements and are anticipating the unique paths you will tread and the achievements under your belt that will be beneficial to you and to humankind. We look forward to your visits to the campus and to learning from the experiences you share with us. You have navigated choppy waters at the institute over the past one year. Go and give out the very best that only you are capable of.

Take care and all the very best always to you and your families.



AKHIL MANGLA

(PGP 2021)

GOLD MEDAL FOR SCHOLASTIC PERFORMANCE - POST GRADUATE PROGRAMME IN MANAGEMENT (MBA)

What does being a Gold Medalist mean to you? How has the journey been?

I consider myself lucky to be receiving the Gold medal for this year. Every year the brightest of the kids in the country get the opportunity to be a part of the programme. To be honest, I was very underconfident during my initial few days belonging to the commerce background, seeing people from all the great institutions and with high intellect talking about the world they have excelled in. The PGP journey keeps one very busy, and when the load starts to build up, one hardly gets time to think about such stuff.

In the initial assignments and exams, I just performed my best - not because I wanted the Gold Medal, but because I was scared that if I do not put constant effort into my work, I will lack behind the brightest of my classmates. The discussions in the class were very colourful, touching the breadth and depths of each concept. I was glad I could bring in a different perspective given by background; I believe this is the true sense of why diversity is ensured by IIMA. Two terms and the Summer Placements went by and I worked hard to not lag behind others. I could hear students talking about their CGPA and ranking themselves, but I was always afraid of calculating mine; my inner self was too scared of getting compared with others. It was only when the Exchange Ranks were announced that I got to know that I had been relatively performing well. This also started the race of maintaining my grades in order to maintain the first position. The healthy competition further pushed me to get the best out of

Akhil Mangla is currently working as a Senior Associate with Boston Consulting Group (BCG). Prior to joining IIMA, he worked with BCG in their Knowledge division for the Private Equity practice area. He did his graduation in Finance and Investment from Shaheed Sukhdev College of Business Studies, Delhi University in 2018. He was awarded the University Gold Medal for his academic performance during the course. He was also awarded the Best All-Round Student Award for the class of 2018 during his graduation. During his educational career, he has participated and won in various competitions and seminars. His interests include painting and sketching, solving puzzles and public speaking.

me, in a range of tasks and assignments.

The second year was a different world than the first year. With the electives to choose from, I planned my term in a way that would allow ample break to roam around and explore the city. Thanks to the pandemic, most of the time was spent at home. I had a bunch of close friends with whom I would plan my courses, which took away the hunt for a new study group for each course. As this group had similar interests, we picked up almost all economics and some finance courses to complete our learning at IIMA. Learning became fun with them.

The journey, along with the course knowledge, gave me many lessons for life. It taught me how to work on subjects that I did not find interest. It taught me how to work along with my study group to achieve the best, even with multiple tasks at hand. It gave me a set of friends, with diverse mindsets and opinions, to brainstorm and soundboard various ideas. I believe I would not have earned this Gold Medal, had I not had the opportunity to learn with the best of the peers along the way. This medal will keep on reminding me that there is always scope for learning, from each individual and each opportunity that comes in life.

What are your fondest memories from the campus?

Being my first away-from-home experience, the campus gave me a lot of memories. In the first year, I belonged to Section D in CR-10. Every corner of that hall has a memory. From hiding people's course mats or slippers (our section loved doing that) to awarding slow claps to DCPs, the sessions were always entertaining. The most memorable day with classmates is the last day of term 3. One of our classmates brought a drone and

we filmed/played in the lawns, creating a wonderful memory- it is uploaded on YouTube to cherish for life.

My dorm D22 became a site of emotions. I knew that any help, emotional or otherwise, was just a door away. From studying for surprise quizzes in an hour (or anxiously waiting for the PGP Office mail) to having late-night parties and games, the inhabitants of the 'Gentlemen' dorm were like another family. Randomly barging into others' rooms when needed help, D22 was ever awake to rant or celebrate.

While most of the daylight demands you with your books, the campus refuses to sleep at night. The sight of the batchmates playing frisbee at LKP, travelling to Bhavesh Bhai for a nice cup of coffee or bowl of

Maggi, celebrating birthdays or just gathering together for a long walk in yellow-lit pavement across both the campuses- these instances are so repetitive that they become a part of everyday life at IIMA.

The IIMA memories are not complete without a group of friends to eat together at CT/Bikaner (unfortunately not present now) or play random games at night, supporting each other before the placement day, solving each other's doubts before exams, or just spending an enormous amount of time in library chatting (and comforting ourselves with an excuse that we are studying). I would say IIMA is a memory in itself.



ARUNABH SAXENA

(PGP 2021)

GOLD MEDAL FOR SCHOLASTIC PERFORMANCE - POST GRADUATE PROGRAMME IN MANAGEMENT (MBA)

What does being a Gold Medallist mean to you? How has the journey been?

It means a lot to me, because I did it for my father, who passed away from Pancreatic Cancer in the middle of my first term. Staying close to him during his treatment was the reason I had let go of a career in tech and opted for an MBA in the first place. Striving for the gold medal became a way for me to pay homage to my dad's memory. This made

it intensely personal, and not just another academic achievement.

The 2 years at IIMA have been a period of

My father was an officer in the submarine arm, and I have stayed in 6 different cities during my childhood. I spent two wonderful years at the Rashtriya India Military College in Dehradun, before I left to prepare for the JEE. Subsequently, I completed by BTech and MTech in Electrical Engineering from IIT Bombay, where I received awards for excellence in research, TAsip, scholastic performance and won corporate scholarships. I also spent an exchange semester at the Nanyang Technological University, where I was a Temasek Scholar.

At IIMA, I have been a recipient of the Aditya Birla Group Scholarship, OPJEMS Scholarship and the P&G Emerging Leader Scholarship. I was a member of Beta (where I served as the Head of Events in PGP2), Public Policy and LSD across the two years on campus. I also hosted the Finance Minister for a discussion on the budget in Term 6. I graduated ranked second in the PGP batch, and received a gold medal for scholastic performance.

I interned at Brookfield Asset Management in the Infrastructure Private Equity arm over the summers and received a PPO from them. I am now headed to Ishana Capital, a Hedge fund operating out of Hong Kong and run by an IIMA alumnus.

extreme emotional and personal upheaval for me. The whole of first term, I would shuttle between hospitals (setting out at 1pm if there wasn't a surprise quiz, 4pm if there was) and the campus every day. Then, on 26th August 2019, my father passed away. I strongly considered leaving the program and getting a job in a quantitative trading firm but decided to stay after discussing the matter with my mother and sister.

The college was very kind to me, and allowed me to shift into MSH with my mother, who I didn't want to leave alone in our house. My Term 1 grades were average, and the journey after that was an uphill battle to correct the course. What complicated matters was the amount of other work I had to do alongside. I had to sell one of our houses, close a loan on another and find a tenant, organize our scattered finances, collect life insurance, sort out pension related documents and complete many other tasks. It was not an easy time.

Therefore, I can say confidently that the medal meant a tremendous deal to me. I have always been academically inclined, and I really wanted my father to watch the convocation from above, and be proud of his son's result. I put in tremendous amounts of effort after September 2019, and I was determined to do well in my internship, my academics and the plethora of competitions in PGP2. It was a continuous grind but I am really glad it paid off the way it did.

After my first term got wrecked, I honestly never thought I would have been able to get the gold medal. However, I did consistently well after and today, I carry within me a strong sense of belief that with sheer force of will, there is nothing that cannot be achieved.

What are your fondest memories from the campus?

I was fortunate to have a very nice connection with my dorm mates, even though I spent only a couple of months there before I shifted to MSH with my mother. Dorm 7 (aka Skyfall) will remain a warm memory in my heart. I found mentors, guides and close friends who supported me through all the trauma of the first year, and the occasional setbacks in the second year. I remember I would sprint from MSH 1004 (which is so far out in the new campus that I could see the hung-out clothes of people living outside IIMA!) to Dorm 7 for every birthday celebration, placement party and movie night! It is rare to see this level of camaraderie anywhere and I was fortunate to be a part of it. Our dorm trip (that got cancelled because of the second wave) involved all 20 of us. I am sure we will continue this even after IIMA.

Another fond memory would be winning inter-

section squash in Aakrosh this year. Because Sangharsh had been cancelled, PGP2s were allowed to play as well, and the enthusiasm for the event among the PGP1s was incredibly infectious. I loved playing alongside them, and it was the cherry on the top that we won all three matches in the final! In general, playing squash with batchmates, juniors and even professors (Prof. Tarun Jain is dab hand at squash!) remains a high point of the IIMA stay.

Another happy memory is of taking the course "Applied Value Investing" under Professor Seshadri. A luminary in his field, his classes were so enjoyable that many of us would hang back for up to an hour or so even after the 2.5 hour long Zoom classes just to ask him questions. It was such an incredible class that even now, months after the course, I keep revisiting the slides, and the course videos, just for fun. The final exam for the course was an assignment (a long as well as short thesis for a company) that I put a lot of work and effort in, and I learned a lot from the experience. Professor Seshadri's humility, even in the light of his achievements was also inspiring. All in all, not only a great course, but also an amazing life-lesson.

Hosting the Finance Minister for a session on the budget, and then trending on social media for my quip about the rising fuel prices being a "Dharam Sankat" for the country was the highlight of my Term 6. I would thank Professor Abhiman Das and Professor Sanket Mohapatra for helping Sonakshi (my co-host) and me during the preparation for the event and making it so memorable!



Finally, I think I will really miss the midnight walks with my friends Urmi, Vaishak and Varun to Bhavesh Bhai for a glass of chilled Iced Tea, an occasional "tadka maggi" and of course, the inimitable "Danish Roll" (which I realized only towards the end of PGP2 was a bun with Kit-Kat melted on top of it!).



DEEP KR BOTHRA

(PGPX 2021)

GOLD MEDAL FOR SCHOLASTIC PERFORMANCE FOR POST GRADUATE PROGRAMME IN MANAGEMENT FOR EXECUTIVES (MBA-PGPX)

What does being a Gold Medalist mean to you? How has the journey been?

I am honoured and humbled to receive the gold medal. The announcement came as a surprise since my target was to enjoy the learning process and not focus on any rank/position on the merit list. It was one of the happiest moments for my family members, similar to the moment when my CA final result was declared.

Being a gold medalist is not just about receiving an award, it brings along a lot of responsibility. Like every WIMWIAN, I represent IIMA to the outside world and I wish to do the best to carry forward its illustrious legacy. I think that all WIMWIANS are role models for many undergrad and postgrad students. Since the announcement, I have received a lot of calls/messages from professionals, engineering students, and CAs who wish to be part of the esteemed IIMA family, and I try my best to show them the right direction.

PGPX journey: Before PGPX, my personal and professional network primarily consisted of financial professionals (CAs and CFAs) - people with similar academic background and thought process. However, in the last year, I got an opportunity

I am a Chartered Accountant and have cleared all levels of CFA and FRM. I graduated from St. Xavier's College (Kolkata) and did my schooling at Don Bosco, Liluah (West Bengal). I did my CA articleship in EY and continued with EY another 5.5 years post qualification. At the time of exit, I was one of the youngest AVPs in EY's Strategy & Transactions department. At EY, I worked with cross-functional and international teams to serve Indian and MNC clients.

to interact with my batchmates who have vast experience in military, operations, and marketing. It was also enlightening to know about various cultures from across India. I have made some friends who are more like family, and I am sure these relationships will last a lifetime.

I have to admit that after doing CA, CFA, and FRM, I thought I knew a lot about finance. However, the way Profs connected finance with the overall strategy of a company and with macro-economic factors was an eye-opener. To make the most of the IIMA experience, I chose electives in strategy, marketing, and digital transformation which helped me to broaden my horizon.

What are your fondest memories from the campus?

PGPX 2021 batch will forever be known as the COVID batch since we beat all odds to complete the program in a year that was marred by the pandemic. However, we did our best to enjoy ourselves on the campus keeping in mind the social distancing norms. The Comedy Club, Soul Curry team, and Culture committee did a commendable job to organise virtual events that provided relief amid the lockdown.

Since I and my friends avoided going out of the campus due to COVID, we spent time exploring every nook and corner of the campus – those long evening walks were a time to reflect on the past and think about the vast possibilities that lay ahead.

I stayed away from home for over seven months. However, Abhishek (my syndimate) resides in Ahmedabad, and he was kind enough to bring delicious homemade sweets and snacks.



MUNDHADA KETAN LAXMIKANT

(PGP 2021)

K.V. SRINIVAS GOLD MEDAL FOR THE BEST ALL-ROUNDER - POST GRADUATE PROGRAMME IN MANAGEMENT (MBA)

What does being a K.V. Srinivas Gold Medal Awardee and Best All-Rounder mean to you? How has the journey been?

Receiving the K.V. Srinivas Gold Medal is truly a very humbling experience. I am filled with gratitude for everyone who has touched my life with their kindness and empathy. I would like to dedicate this award to the entire IIMA community, my friends and family, and all my well-wishers, who have always been there for me. I am just a representative receiving this award on behalf of my batchmates. I feel this award is not just a recognition but also a responsibility. I intend to give back to society by helping others in need in any way I can. This award is more special because it came in such unique circumstances. Additionally, it symbolizes that no small deed with a good intent goes unnoticed and one should strive to do good in whatever one pursues. This is a huge honour and means a lot to me as I step into a world that needs courage and resilience more than ever before.

I define the IIMA journey as a 'magical simulation', which has been full of ups and downs and surprises at

Ketan is an architect, who has earned his bachelor's degree in Architecture from IIT Kharagpur in 2016 where he consistently topped in his department. At IIM Ahmedabad, he was selected as the 'Aditya Birla Scholar' for two consecutive years. By virtue of his stellar academic performance at IIMA, he has also been awarded the Jet Age Securities Pvt. Ltd. Merit Industry Scholarship. Additionally, he has also been conferred the K V Srinivas Gold Medal for the Best All-rounder amongst PGP students.

He has continuously contributed to the intellectual capital of IIMA by co-authoring multiple cases. He was selected to represent IIMA for an international project with a team from the University of Cambridge, wherein he has researched in the field of ESG Investing. At IIMA, he was a core team member of FIL, TRBS, GMLC, and PM Tech club. He has won multiple national-level competitions and was also a silver medallist in Sangharsh 2020. He is well-known on campus for being 'the Mascot of Section E', representing his section in the annual Talent Night at IIMA. Through his multiple volunteering experiences, he has made a sincere attempt to contribute positively to the well-being of the IIMA ecosystem.

He had interned with Strategy& in their Middle East office and is joining L.E.K. consulting after graduating from IIMA. He had nearly 2.5 years of prior experience in the Strategy & Planning role before joining IIMA.

each step. It requires you to adapt to the situation and react accordingly. Being the only Architect in my batch, I utilized every opportunity that I got to educate my fellow batchmates about the beauty of Louis Kahn's vision. My love for the campus has only grown ever since I joined the institute. Even before the classes began, I had interacted with my peers, leading to the formation of informal SIGs. With such a vibrant peer group, the tone for my journey was set perfectly.

As I reflect on my journey, I am truly proud that I expressed myself and was open to new experiences. I tried everything right from being a mascot to anchoring in the opening ceremony of TRBS, to trying my hands on multiple sports and joining several clubs and hustling around. When asked for volunteers for a role play in class, I always had my hand up. I just loved trying new

things and I never shied away from asking for help and contributed likewise. The personal and professional recognition earned by the virtue of being awarded this honour has given me a lot of confidence and credibility. I shall forever be thankful to the IIMA community for truly putting me on a path to lifelong learning.

What are your fondest memories from the campus?

I feel like every day has been a fond memory for me on campus. Yet, if I were to pick the top ones, I would go with T-nite. I was the mascot of my section and I had dressed up in an iconic saree with make-up and shades on. I roamed around the campus as the funny 'Statue of Illuminati' for 3 days and clicked pictures with a lot of folks, right from little children to elders. Soon after T-nite, I was known as the funny guy of my batch and everyone would come to me and share what they were going through, and I would try to help them in any way I could. With time, I earned the trust of my batchmates and that meant a lot to me.

Another memory that I would always cherish is being selected as the Aditya Birla Scholar. Receiving the honour at the National stage from Mrs. Rajashree Birla was a very humbling experience. The kind of reception and respect that I got when I came back on campus was truly special. The journey from 'Statue of Illuminati' to 'ABG Scholar' was indeed quite a memorable one for me.

Additionally, another one of my special moments is when I gave my internship debrief to 380+ PGP-I students in my second year. I tried to show them the bigger picture in life and how their career is a marathon, spanning more than 35 years. That talk inspired a lot of PGP-Is and many of them reached out to me later to thank me for motivating them. It felt really good to contribute positively to the IIMA ecosystem.

Besides these moments, I have cherished dancing in almost every corner of the campus. The late-night walks and 'Jhula talks' with friends were some other fond memories. Needless to say, some of my best memories on campus were shaped by Skyfall (Dorm 7)



T-Nite ~ "I was the mascot of my section and I had dressed up in an iconic saree with make-up and shades on."

buddies, who have been with me through thick and thin as we lived like a happy family. I also loved being the permanent GOH of 'Nautanki' (Dorm 9) for the entire 2 years of my stay at IIMA. My batchmates would remember me as the last person to leave the mess as we would end up having interesting conversations during dinners. IIMA community has been really kind and I am glad that I got to live every moment on campus with absolute joy.



Vikas Kumar (PGP 2021) - Gold Medal for Scholastic Performance awarded from Post Graduate Programme in Management (MBA)

AWARDS AND HONOURS

IIMA Alumni VVEF Outstanding Researcher Award 2021 - Prof. Jeevant Rampal

The IIMA Alumni VVEF Outstanding Researcher Award has been instituted by the Vidya Vardhini Education Foundation; a Section 25 Company run by IIMA alumni. Outstanding Researcher award is given to a faculty member who is being recognized for his/her sustained research contribution and/or significant research of a path-breaking nature.

Marti Mannariah Gurunath Outstanding Teacher Award and SRK Distinguished GPX Faculty Award - Prof. Saral Mukherjee

This Award has been instituted by Prof Marti Subrahmanyam (1967-69), Professor at Stern School of Business, in memory of his father Mr Mannariah Gurunath. Every year, the Award goes to one faculty member who has taught the batches graduating in that convocation.

Philip Thomas Memorial Case Award 2021 - Prof. Chitra Singla

On behalf of the Selection Committee comprising Prof. Abhinandan K. Jain and Prof. Mukund R. Dixit, the award has been conferred for the case "Tega Industries Ltd - Journey of an Indian MNC (A) and (B)" - STRO451 (A) and (B). This award has been instituted in memory of Mr Philip Thomas (PGP-1966) by Prof. Rishikesh T. Krishnan (FPM-1996). Philip Thomas Memorial Case Award goes to the author(s), who write a case in the area of Strategy/Business Policy and Public Systems during each calendar year.

Madan Mohanka Research on Internationalization of Business Award 2021 - Doctoral students **Mr. Renganathan Krishnamurthy, Mr. Punyashlok Dwibedy, and Mr. Mayank Aggarwal, along with Prof. Amit Karna** have been conferred the award for the case entitled "Tega Industries: The South Africa Acquisition" - STRO449. This award has been set up by Shree Madan Mohanka (PGP 1967) of Tega Industries from the year (2017-18).

LIFE IS MORE THAN A 'CAREER CHOICE'

By Shakti Maira (PGP 1968)

It was April 2021 when we wrote to Mr Maira inviting a narrative to feature the inspiration and success of the alumni taking the path less chosen in the 'Literature, Art and Journalism' sector. He was the only alumni to have answered the email, and we received this story from him on May 2, 2021 accompanied by an important caveat: "My writing is not to be edited or changed without my explicit approval. Kindly confirm this." With this, he left us all on May 9, 2021, at the age of 73 in Delhi - with words rooted to realism, an inspiring journey with arts and a multifaceted legacy.



Shakti Maira with his group of life-size bronze sculpture, 'The Sangha' (2012)

May 2021

I studied at IIMA between 1966 to 1968.

Management Control Systems, Marketing and Finance were my concentrations. Prior to that, I had studied Economics at St. Stephen's College, Delhi University. In school – Mayo College, Ajmer – art and geography had been my favourite subjects. After finishing college I was headed to London for Articleship with Cooper Bros when I heard about the IIMA, and drawn by the excitement of a path less taken, I went there instead. IIMA was an exciting new institution and I was impressed by the faculty who interviewed me and the case method-based learning model. I had nodded off

at enough note-taking lectures in college and looked forward to a more dialogical learning method.

At graduation from IIMA, though I had been recruited on campus by Citibank, I elected to take a much lower paying and uncertain job as a junior management consultant at the newly started Management Consultancy Division at A.F. Ferguson's. It seemed to be the only avenue to working in Management Control Systems at the time. I wonder how many IIMA graduates choose a job or a career where the salary is not the primary criteria for selection, like my classmate and friend, Kiran Karnik.



A painting from the 'Pilgrims' Path' series (2001)

It only took me a few months to realize that Management Control Systems were neither clear to my employer or its clients. I, therefore, joined Citibank in Mumbai (then Bombay) who renewed their campus offer. Initially, it was an extremely positive experience, but then, while I was in the Philippines gearing up to start Citibank's finance company in India, Prime Minister Indira Gandhi nationalized a large number of banks and shut down the expansion of foreign bank operations.

In 1972, I quit Citibank and joined Lintas India that had recently been spun-off from HLL and was struggling. I seemed to be the right person at the right time. Initially, I handled Planning and Finance, then added Media and developed India's first media planning

model. This was before the advent of computers. I was on the management committee of Lintas and helped run the company in all aspects. I was well-rewarded. I started and ran Pathfinders, a marketing research and consultancy division. I had the great pleasure to return to IIMA to hire four bright MBAs, all of whom prospered at Lintas and beyond. One of these people was Rama Bijapurkar.

Painting was an activity I had been involved with since childhood. It was something I enjoyed and did well. In school, I was awarded the Senior Art Prize for an unprecedented two years. In college, I won the first prize at the annual university art show. In Bombay, I started painting again, and two paintings were accepted in a group show at Jehangir Art Gallery in 1972. To my surprise and delight, they were both sold. I went on to have five one-person shows at the Taj Art Gallery during my years at Lintas. My work was being positively reviewed and collected.

For those seven years in Mumbai, I was both a successful management professional and an artist. What was my career at that time? Was I an effective and successful business executive? **Was I an artist with a growing art practice?** I think 'career' is the wrong frame to apply in such a situation. Working at Lintas and making art were not 'career' choices. I did what I was good at and what I was drawn to do.

In 1979, eleven years after graduating from IIMA, I went to the US and joined the rapidly growing mini computer industry. From 1982 to 1984, I took a leave-of-absence from DEC (Digital Equipment Corporation) and worked for the World Bank as a development consultant in Sri Lanka. On my return to the US, I continued my international marketing 'career' and rediscovered my passion for art. I was lucky to be talented at both. I began exhibiting in the US and on occasional visits, in India as well. In 1988, I brought an exhibition titled *New Hampshire Drawings* to Delhi. To my surprise, the National Gallery of Modern Art, New Delhi, acquired two drawings for their permanent collection. This was a huge honour and validation. In 1990, I quit DEC to change the distribution of my energies between management work and art. I continued to take on small consultancy assignments, but became free of the constraints of structured corporate work life.

We all have different temperaments, and we

change too over time. What may absorb us fully at one time, may not at another point in our lives. To the extent we can, we need to move and change our work structures. This will entail challenges and difficulties, but becoming stuck in anything is not a good life choice. I know too many people who have done that and lead relatively well-paid but frustrated lives.

There is a significant point to be made about the narrow silos we are squeezed into. As children, we all had many interests and potentials. But gradually, we were expected, encouraged, pushed by social frameworks to become narrow and specialized. I had a rich childhood and always remained interested and active in many pursuits. Playing sports, travel, music, art and beauty. I have met too many people at my exhibitions who smugly say, 'I don't have an artistic bone in my body'. This is of course rubbish. What has happened is a stunting of the natural and innate artistic potential most people are born with.

I returned to live in India in 2001. Over the years I have been in many group shows and have had over thirty one-person shows, including in New York, Boston, Paris and Amsterdam. My work is in many private collections in India and abroad. The two images in this article are from the *Sangha Series* and ???.

Concerned at the increasing imitative trends in the Indian contemporary art scene, I began writing for newspapers and journals in the early 2000s. I was commissioned by Penguin India to write *Towards Ananda: Rethinking Indian Art and Aesthetics* (2006). My second book, *The Promise of Beauty & Why it Matters* (HarperCollins, 2017), was an exploration of beauty through a series of dialogues with scientists, philosophers, artists, neuroscientists, social scientists, environmentalists from India and abroad.

I have been interested and engaged in art education in schools, in the US and in India. Art is a rich learning modality in childhood, and I believe, through our lives. In 2005, I was invited by UNESCO to write a paper on 'Learning through the Arts in Asia', which I presented at Seoul, at the UNESCO conference.

I came to IIMA in 2011 and discussed the idea of bringing in the arts for a more well-rounded education. My proposal broadly was to create a forum for students to use the case-method approach to experience, understand and appreciate the arts -

literature, classical music, the fine arts. I also wanted the creation of a studio space for pottery, clay sculpture and painting where master artists and craftsmen held workshops. The major resistance to it was that students didn't have the time for something like this. And, that exactly is the problem. We do not see the value and importance of the arts and what they can teach us about our culture and ourselves. The arts represent the immense evolutionary journey humans have made. Not being alive to the arts is, in my view, a profound ignorance.

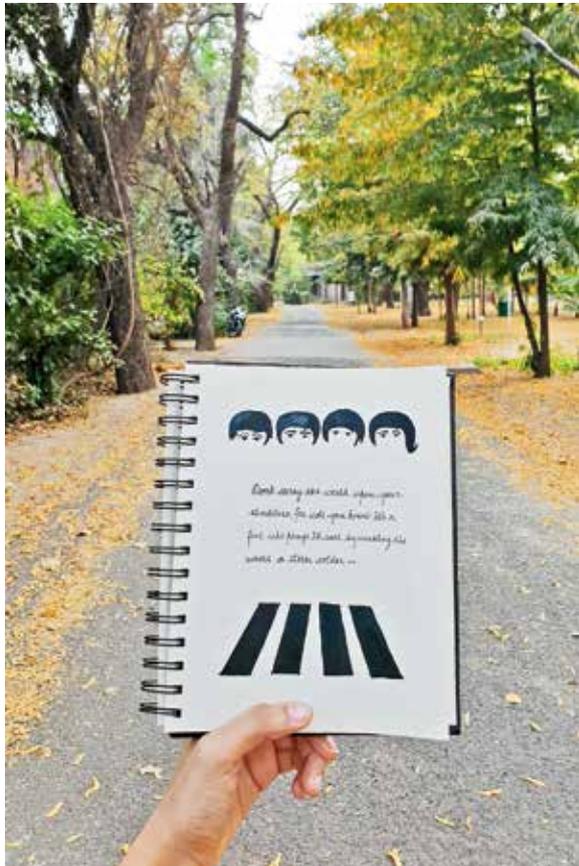
I was quite disappointed by the lack of aesthetic vitality at IIMA. It had not been able to sustain the special vision of Louis Kahn and its first director, Ravi Matthai. It looked, and felt, quite ordinary and average.

In my view, we would be much better leaders if we were less narrow and specialized. We would also be enriched by the deepening of our experience and by what the arts can enable in our personal development. I can say with certainty, we would find greater satisfaction and fulfillment in our lives if we actively engaged with the arts. These are not avenues of distraction and entertainment. They are repositories of understanding and wisdom.

Let me end by saying that our choice of career should be broad and encompassing many different aspects of life. We should avoid the dryness of too narrow a specialization and the inevitable stunting of much that makes us special as human beings. We can be good at many things. Over-specialization severely limits us.

My two years at IIMA were very positive for my education and development, especially, in developing my analytical and reasoning skills. We had a great faculty and it was empowering to be treated with equality and respect. I think I am probably the only IIMA graduate who became an artist, educator, philosopher, writer and public speaker in the arts. The range of my interests has been very wide, and I have been fortunate to have done what Joseph Campbell famously advised his students to do: *Follow your bliss*.

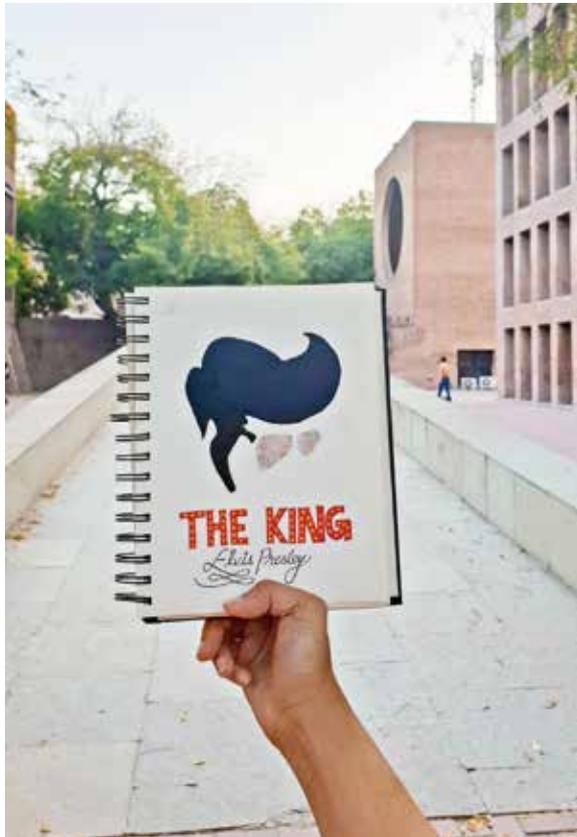
If you want to know more about me and my 'career' choices and directions, do visit my website: shaktimaira.com. If nothing else, I was an IIMA alum who took the paths less taken by my tribe.



friends in our Dorm (11) and introduced our blog to them. Once the term 3 exams drew close, we would try our best to balance time between classes, working on assignments, and creating new art. We decided to use the exams to our advantage. To increase the reach of our blog, we marketed our blog by leveraging the first page of Arushi's notes, which were circulated among the entire batch during our exams, especially open book ones. We asked everyone to follow the blog and

this little PR stunt got the ball rolling and since then we have not looked back.

While on campus, we would often make artwork, and go for photo walks in the evening. With a cup of Tea Post's chai or CT's nimbu pani, we'd visit and shoot at some of our favorite spots- the gardens behind Dorm 11, the lawn in front of Dorm 15, the space near RJM, and of course the LKP. Sketchy Artists has truly been a breath of fresh air amidst our chaotic, fast-



paced IIMA lives.

During the lockdown, while we missed stepping out for our shoots, we explored the space of digital artwork and recreated some of our favorite spots at IIMA as digital paintings. We also started various initiatives like “Sketchy Sessions” which is a series of virtual art sessions to help people relax through art and “Sketch for a Cause” which is a fundraiser for COVID relief where we create art for people in exchange for donations.



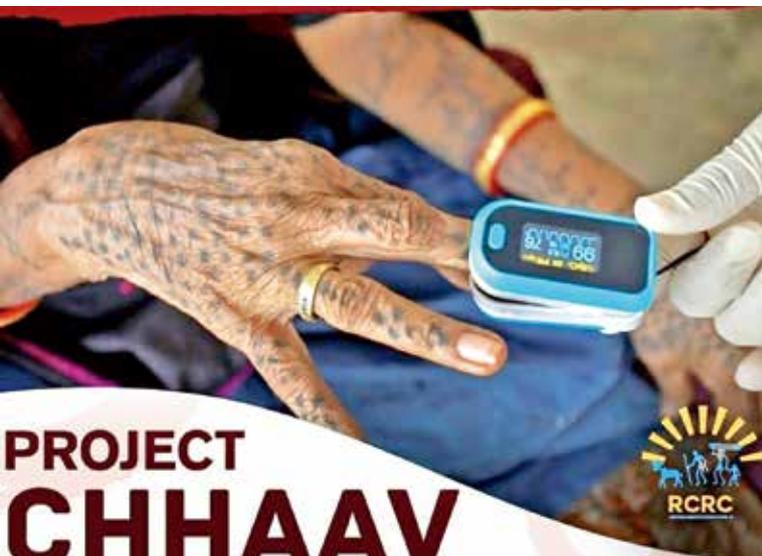
Going forward, we wish to continue making art along with our jobs. Both of us are venturing into the field of consulting and we hope that traveling shall give us the opportunity to do more photography as well. We see this as the perfect way to combine two



things we love and in the longer term, we hope to build a community that has the same appreciation for art as we do.

PROJECT CHHAAV – MEASURE, MANAGE, MITIGATE

An initiative by IIM Ahmedabad and IIM Bangalore Volunteers to Fight Covid in Rural India



PROJECT CHHAAV

Help us equip 1 million rural community health workers with oximeters and PPE kits.




AN INITIATIVE BY VOLUNTEERS FROM
IIM AHMEDABAD & IIM BANGALORE

Covid has affected human life in unprecedented ways regardless of class, caste, gender, etc. Rural India has half of the country's virus case load¹ but unfortunately less than 10% of the infrastructure required to drag them out of this engulfing pandemic². However, the actual magnitude of their burden is still not being captured through these numbers. Their difficulties include but are not limited to sparsely distributed testing facilities, disease misinformation, negative public sentiment towards testing and vaccination, lost hope in the medical system, etc. With the lack of infrastructure for diagnosis and treatment, most of the families are preferring to stay at home (quarantined or not quarantined) even with severe symptoms of Covid.

The healthcare infrastructure in rural areas is bro-

ken and that has led to innumerable struggles for the frontline healthcare workers (ASHA workers, Anganwadi workers and ANMs) who spearhead most of the community health programs of the government in rural areas. Their strong network along with high involvement in women and children-related health issues has given them the status of key opinion leaders in rural areas. Thus, to fight Covid in rural areas, it is imperative to inform, equip and support these opinion leaders. Unfortunately, these workers are not adequately equipped with basic safety gear to execute their pandemic duties. For example, in one of the blocks of Barwani (Madhya Pradesh), 64 oximeters were given for 882 staff engaged in Covid duties at the frontline³. As they come from humble backgrounds themselves, the burden to pay for their own safety kits should not be placed on them. Currently, most of them use homemade masks or a dupatta to cover their nose and mouth. Sanitizers and face shields are a luxury for them. Yet, they are screening, tracing, and following up with millions of symptomatic and confirmed Covid-positive cases daily, thus risking their and their families' lives. Various reports from the ground confirm that these workers themselves are one of the most impacted groups (in terms of both infections and deaths) in the pandemic.

Amidst this chaos, there is still hope for humanity when communities come together to extend a helping hand in their capacities. Project CHHAAV is an initiative by one such community, our community, aimed towards helping the rural population fight the pandemic. We have an ambitious target of ensuring every frontline community healthcare worker in India has a basic safety kit including a pulse oximeter, reusable masks, face shields, digital thermometers and sanitizer. Along with the kit, we are including pamphlets in the local languages containing basic information around Covid-19 and instructions on using the kit equipment in real-world situations. By doing this, we believe, we will increase the safety and effectiveness of these workers in rural areas.



Assembly of the kits under Project Chhaav

We have partnered with RCRC (rccr.in), a collective of 60+ prominent NGOs responding to the Covid crisis in rural India with presence across 12 states. We are receiving donations via crowdfunding platforms and partnerships with corporates. As of 31st May, Unilever has promised 28375 litres of Sanitizers. Delhivery is managing our logistics at discounted rates. We will be receiving 10000 masks from Livinguard, 11000 free IEC booklets from Intentlabs, 15000 face shields from Butterfly Edufields and monetary support of Rs 1000000 from Saleskem. We are utilizing these funds to implement our pilot in 4 districts -

- Narmada and Junagarh (Gujarat) with support from Aga Khan Rural Support Programme (AKRSP)
- Barwani (MP) with support from Transforming Rural India Foundation (TRIF)
- Nuh (Harayana) with support from Agrasar

The total strength of frontline community health workers in India is around ~2.65 Million. We are looking to reach out to the workers in the most backward districts across India's heartland and therefore have set **a target of distributing 1 Million kits** to these workers who form the backbone of our rural healthcare system.



The safety kit including a pulse oximeter, reusable masks, face shields, digital thermometers and sanitizer.

The team behind this initiative includes faculty, alumni and students at IIM Ahmedabad and IIM Bangalore. The core group of faculty members from IIM Ahmedabad involved in this effort includes Professors Rakesh Basant, Rajesh Chandwani, Pritha Dev, Ram Mohan Turaga, Ambrish Dongre, Amit Karan, Pranav Singh, Arun Sreekumar and Ankur Sarin. Volunteers actively involved in this initiative are across batches 1993, 2005, 2014, 2016, 2018, 2021 and 2022. The core team from IIM Bangalore includes Professors Manaswini Bhalla, Dalhia Mani, Prateek Raj along Ms. Sangitha Krishnamurthi, and Ms. Asha Thampy from the IIMB community.

References:

- ¹ News article link - COVID surveillance in rural U.P. hit by lack of kits
- ² Ground report: How Covid-19 has affected India's rural areas
- ³ As communicated by one of the on-ground NGOs in Barwani (MP)

LEVERAGING NETWORK EFFECT FOR SOCIAL GOOD

Vinay Solanki (PGPX 2015), Founder - IoT-NCR, an open community for people interested in the Internet of Things and M2M

As the country is still under the impact of the second wave of Covid-19, I would like to share my support towards the covid relief, as part of one of the largest oxygen support missions in India called Mission Oxygen. We started with a target to raise INR 5 Crore but have now raised the target to INR 50 Crore (INR 40 Crore already raised). We have also supplied more than 2000+ Oxygen Concentrators across Indian hospitals - as a donation as well have set up oxygen plant in Deen Dayal Hospital, New Delhi. We are a group of 250 entrepreneurs with a core team running this initiative, managing to raise 25 Cr in two weeks. While we are focused on Oxygen Concentrators to start with, we are moving to set up Oxygen plants and potentially other supplies in the future.

I am part of multiple groups and communities which were observing the horror of the second wave revealed around the April 15th timeframe. I am the founder of IoT-NCR (a technology group with 8000+ members across India), part of Gurgaon Entrepreneurs (a selected group of 256 entrepreneurs in the Delhi NCR region), Digital Futurists (a group of 700+ industry professionals), and many other active forums. Few of us in Gurgaon Entrepreneurs decided to do something about the shortage of Oxygen in Delhi and started a small campaign on Ketto to raise INR 2.5 Cr to donate 50+ Oxygen Concentrators to Hospitals in need. We went on a quick virtual meeting and started discussing how we can setup the supply chain, place orders, gather a list of hospitals in need, work with the government bodies and customs, get all necessary clearances, and most importantly, perform quality checks on the equipment coming from China. Front running the 'Mission Oxygen' is 'Democracy People Foundation', owned and managed by Rahul Aggarwal (founder of Design Hill) and others.

As we move forward, I personally started building material and collateral to raise the funds through IIMA alum group, IoT-NCR, Digital Futurists, LinkedIn, Facebook, and multiple other local and international groups. As a team, we were able to quickly raise the target to 25 Crore, which now stands at 50 Crore. Another area we needed a lot of support was to identify the right manufacturers and suppliers in China for the machines. Through a network of mine, I



managed to find a supplier for sourcing 300+ Oxygen Concentrators (OCs) from China. An Indian contact who runs a pharma company (Invex Pharma), along with his brother who works for EY, started talking to our team. Hemkunt Foundation reached out to me and we were able to support their need for 10L OCs. IIMA Singapore channel also needed help to verify the quality of the OCs they were buying and I acted as a bridge between Mission Oxygen and their requirements.

Around 25th April, my father suffered a Brain Haemorrhage and I had to rush to Bangalore to take care of him as he was struggling for life in the Neuro ICU. But, as more people knew about my involvement in Mission Oxygen, I started to get requirements of 5 Litre Oxygen Concentrator for personal home use and through a close connect we started to support and supply 5L machines to the individuals, on a commercial basis. I formed a team with a company called Confias, owned by Shilpa Shah and a friend Rajesh Bansal, to support anyone in need at a minimal operating margin. While I was taking decisions on various medical procedures for my father, I continued to support Mission Oxygen and many others who reached out for multiple needs from Plasma to Hospital Beds and from Ambulance services to medicines. I lost my father on May 5th, but till today I continue to follow his principle of helping others before self. I am also pondering to support a fundraiser for another initiative by a batchmate from PGPX 2015 focusing on vaccination.

FOR LIQUID MEDICAL OXYGEN (LMO) IN BIHAR

Dr. Santosh Kumar Sinha (FDP 2012), Executive Director, Bihar Industrial Area Development Authority (BIADA)

With a heavy heart and a resolute mind, I express that we all ought to extend the maximum possible support to the public in the fight against COVID-19, even when it might not appear sufficient. It is only these small steps taken by each one of us, which will make the real difference. In such a humanitarian crisis of unprecedented scale, we can't be shy of our moral duty.

I in my official capacity have tried my best to ensure an effective and incremental supply chain of the much-needed Liquid Medical Oxygen (LMO).

When we were given the responsibility to manage the supply of LMO in the State of Bihar, the task seemed challenging. We were required not only to assess the existing supply chain but also to scale and augment it in the shortest possible time.

We set up an Oxygen monitoring cell for this purpose and took stock of the available resources in the state by reviewing the existing MO refilling units, existing infrastructure of LMO refilling plants, existing capacities of Air Suppression Plants apart from taking stock of the availability of MO cylinders and LMO tankers along with assessing the existing suppliers of LMO and their current stock.

The initial assessment clearly laid bare the huge task to be undertaken and then we started making suitable and result-oriented interventions in the existing supply chain. We approached the Central Government to enhance the allocation of LMO to Bihar. With the help of the Central and State Government, in a very short span of time, we were able to source LMO from Jharkhand and other States.

We also worked towards enhancing the storage capacity of LMO and in this regard, we gradually in the best possible manner, increased the numbers of storage tankers and cylinders in the state. To further augment the process, we also coordinated with PESO to expedite the pending approval of oxygen plants in the State. We have also taken active measures to convert nitrogen tankers into oxygen tankers.



The results of our actions soon started becoming noticeable. The number of oxygen plants in the state rose from 11 to 23. Through constant augmentation, we developed a storage capacity of 128 MT LMO by utilising the Railway Storage Tanks.

We were also mindful of the requirement of less turnaround time of the oxygen tankers and to facilitate this, we started closely monitoring the movement of the tankers and have been, by and large, able to effectively reduce the turnaround time of the movement of oxygen tankers.

Though we all are trying our best to take control of the situation, considering the monstrous scale of the Pandemic, which is spreading its ugly wings in our nation, a continuous and persistent effort is the need of the hour.

I firmly believe that we will come victorious against COVID-19 though with heavy and irreparable losses. However, at any cost, humanity must make its way through these turbulent times.

OUR PARTNER TRAVEL AGENT NETWORK WAS THE ANSWER

TravClan launched a platform for verified information on COVID-19 support services

Shared by Chirag Agrawal (PGP 2013), Co-founder of a B2B travel startup, TravClan. They are a 65-70 member team based out of Delhi and seed-funded by Leo Capital along with a few well-known global angel investors.



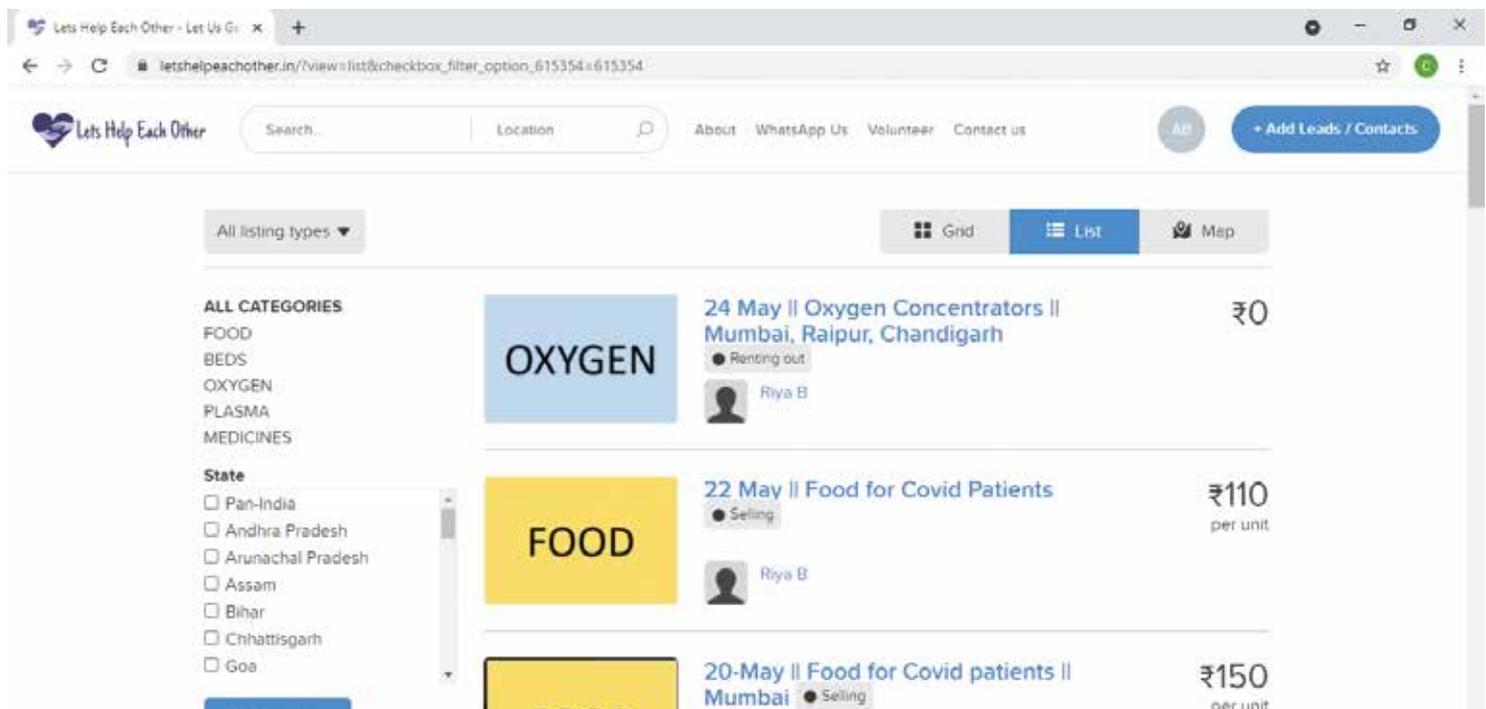
TravClan launched a platform for verified information on COVID-19 support services

COVID-19 has been tough for the entire travel industry and TravClan as well. Travel was effectively put on halt on 24th March 2020 i.e., the start of lockdown. Almost every travel company, big or small, laid off their employees or put them on leave without pay. However, we were (and are) optimistic and believe that travel will rebound superfast. Thus, we did not let go any of our employees. We took a contrarian approach - we kept hiring. We kept a focus on building our tech products and developing distribution so that when the market revives, we grow faster than the market. Towards the end of September, we started seeing some revival and our bets played off. Within 4 months we crossed our pre-pandemic

revenue and were looking at brighter days ahead.

But starting mid-Feb, signs of a second Covid-19 wave were evident and travel restrictions started coming in gradually. Our sales halted again to near zero. This time the wave hit the business faster and impacted personal lives on a much larger scale.

Several people at work including me and my family went through a difficult ordeal dealing with COVID. A lot of people were not able to find ventilator/oxygen beds, concentrators, medicines like Remdesivir, plasma, etc. Many people were cheating and selling at super-inflated prices as well. On the basis of personal



Travel Agent Volunteers had exclusive badges for their commendable work for the initiative. The initiative also saw many success stories where the team coordinated end-to-end to get the needs fulfilled during the pandemic.

experience and seeing tons of WhatsApp messages or stories asking for last-minute requirements/supplies, we realized there is a scope for helping people. TravClan is built on the premise of matchmaking and having a genuine verified supply on the platform. Overnight, we used an old version of our website and launched letshelpeachother.in (LHEO) platform.

The underlying thought process was fairly simple. India has 2 lac+ travel agents spread across states, cities and towns. Their distribution network is immense as each agent would know atleast 200-500 families very well, which means we can touch approximately 20-25% population - if we use their network effectively.

However, in making LHEO successful, there were a couple of challenges. Firstly, Less than 1 in 30 leads that float on WhatsApp and other social media platforms are actually genuine and helpful. Second, we were trying to build a database pan-India but we didn't have enough manpower and resources to get data and then verify them. While challenges seemed to be daunting at first, solutions turned out to be as easy. **Our partner travel agent network was the answer.** We invited travel agents pan-India to join hands and volunteer (<http://join.letshelpeachother.in/>).

towards this common cause. A lot of travel companies came forward and volunteered. These travel agents shared whatever leads they could source from their network. Subsequently, we had data of pan-India suppliers for different Covid-related supplies. At the same time, these volunteers and our team worked together to call each lead one-by-one and verify that they actually have the availability of Covid-19 related supplies.

LHEO is still a work-in-progress. Mining and verifying data took a lot of time. However, we saw 1000+ daily visits on the website within a week of launch. Hopefully, we have been able to help and save a few lives.

We even received an appreciation call from Mr Robin Hibu, IPS (Special Commissioner, Delhi Police) commending our efforts.

A dear friend quoted "No calamity has ever survived the human race, it is the human race which survives all calamities". To better future! Meanwhile, we continue to build tech and distribution at TravClan, towards our vision of becoming the biggest player in travel B2B space globally.

THE BAKER'S DOZEN LIVES UP TO ITS PURPOSE DURING THE PANDEMIC WITH 'THE DOSE WE KNEAD'



Co-founders of The Baker's Dozen - Sneha Jain (PGP 2009) and Aditi Handa

We founded The Baker's Dozen (TBD) in 2012 in a small kitchen in Mumbai with 4 bakers and 1 outlet. We were amongst the first few artisan bakeries in India that offered authentic and honest products, with people having loved us ever since. We moved our headquarters to Ahmedabad in 2019 and now, with a 25000 sq. ft. manufacturing plant, we sell our products Pan-India with a handmade process combined with the highest levels of hygiene and quality.

Soon after our move to Ahmedabad, the first wave of Covid-19 hit India. The pandemic awakened us to the true essentials of our lives. While we, at TBD, considered shutting our plant to ensure everyone was safe, also taking one-day shut down on Janta Curfew as requested by our government, we realized how TBD products are a daily essential to our customers.



Our first outlet at Prabhadevi, Mumbai

This was because, in the timeframe of just 48 hours we had received umpteen requests from customers in Mumbai, Delhi and Bangalore with their queries on when could we supply next or how can they get our



The Baker's Dozen Family



25000 sq. ft. manufacturing plant near Ahmedabad, Gujarat

products ensuring contactless delivery. This was when we decided to not stop the productions and supply to provide our fellow Indians with their basic bread requirement.

While we were operating at a 50% lower capacity to ensure that our entire staff was showing up every day to serve our citizens, we channelized our energy and innovation to 4 important areas:

Providing essentials through contactless delivery: Even with limited manpower and lockdown constraints, we ensured the consistent supply of bread to our customers through contactless delivery

Moral duty towards our staff: Our first and foremost priority is the protection of our staff and their health. Thus, we ensured utmost hygiene and safety procedures at our manufacturing set up, as well as at our stores.

Delivery of safe, healthy and hygienic products through packaging innovation: Our belief to make a product which is hygienic, healthy, and natural runs in the blood of every employee at TBD. We are the only bakery brand in India to develop a 'Fresh Lock' packaging which ensures a completely inert atmosphere around the product, which is then packed in a barrier film which prevents the entry of any oxygen or any other contaminants.

Moral duty towards our consumers: 'Brand Loyalists = Brand Ambassadors' is a learning developed since the start. Hence, to stand strong by

SPECIAL FEATURE



One of our bestsellers - Fourgrain German Sourdough Loaf

our customers and ensure that we do our best to add any little convenience that can help them at a time like this, we decided to have no hike in the prices of our products, simultaneously waived off minimum delivery order value requirement as well as delivery charges, regardless of the increasing manufacturing and supply cost.

To achieve all the above, we were extremely lucky to have a supportive staff and due to their hard work, dedication, and strong faith in us, we have witnessed an annual growth rate of 300% amidst this tragedy. **We also crossed the 1 Million Sourdoughs sales mark!** We are now a well-known national bakery with 200 employees, 25 outlets across 8 cities, as well as a strong retail network that serves our customers Pan-India.

As the Covid vaccines were made available, we conducted company-wide vaccination drives. Now, the majority of our staff is vaccinated and the rest are registered for a dose. During these drives, we noticed that some of our staff members were reluctant to get vaccinated. The primary reason being fear! Many of us still find needles or the concept of vaccination scary. But in these tough times that we are facing, Covid vaccinations are a must!

In April 2021, our Co-Founder Sneha Jain (PGP 2009) conceptualized and laid the foundation of the ongoing - **'The Dose We Knead'** campaign. It started as a solution for encouraging members of our TBD family to get vaccinated. Later on, we realized a lot more people need this encouragement, a tiny push in the



**UPLOAD YOUR VACCINATION CERTIFICATE
& GET A GIFT FROM US!**

An initiative by The Baker's Dozen
to motivate you to get your COVID-19 vaccination

<http://covid.thebakersdozen.in/>

REACH OUT TO US AT 90828 57741

While you get the dose you need,
we're kneading a dose of sweetness for you!

*Valid till 30th June 2021

The Dose We Knead Campaign

right direction in the fight against Covid-19. We have now designed a CSR campaign that now runs Pan-India based on this concept.

We all remember our visits to the doctor as a kid. We all dreaded the vaccines, the occasional pain and fever that followed it. But a sweet treat after the dose would put a big smile on our faces. That treat was a reward for our bravery in a way or as our Organizational Dynamics Professors would call it 'Positive Reinforcement'! This is exactly what we offer people to increase their willingness to get jabbed. We send a generous gift of freshly baked cookies specially curated to people who upload proof of their vaccination. With this campaign, we intend to spread a little hope, cheer, and joy amongst consumers. We had aimed for around 200-300 registrations but in only 15 days since our campaign started, we have received more than **7000 registrations** to deliver doses of sweetness to brave hearts across India!

Our only wish is to support the community in our little unique way and spread happiness along the way in the hope of a better tomorrow!

CARE INC. - COLLABORATIVE ACTION FOR SARS-CoV-2 ERADICATION

Shared by Mr Rajesh Makhija (PGP 1992) and Mr Vivek Gupta (FPM 2004)

One would expect IIMA alumni to bring diverse skill sets together in solving pressing problems. Two of our alumni did exactly that when the pandemic hit. Vivek Gupta (FPM 2004) and Rajesh Makhija (PGP 1992), along with Dr Swami Iyer (Oncologist at MD Anderson Center & Head of Indo American Cancer Association), Venkata S (CFO and VP of Finance at Sewa International), and Sunil Chaturvedi (Board Advisor), founded an organization CARE Inc. (careinc.info) which has been contributing in multiple ways in bringing COVID relief in India and across the world. This effort was unique as it provided a platform to bring together the efforts of the IIMA alumni along with those of other NRIs in the USA, who came from various other fields of medicine and various other backgrounds.

The initial focus during the pandemic was on research & development of COVID solutions, its tracking and mutation tracking - working with Council of Scientific & Industrial Research (CSIR) and PathCheck Foundation that was founded by MIT professor, Mr Ramesh Raskar. This year, it stepped up to pick up the major humanitarian tasks in this current crisis. It worked together with 150+ doctors of Indian origin and with the help from Tele-platform provider Teladoc Health and Dr. Rajiv Gupta (Associate Professor at Harvard Medical School) created a service called TeleVaid which is providing on-demand 24/7 tele-consult services to the overly stretched Doctors and other health care professionals in India. In addition, with the help of over 40 volunteers, both in the US and India, CARE Inc. has been driving various efforts to provide equipment and/or medical advisory services to hospitals and doctors in Bangalore, Chikmagalur, Indore, Ujjain and various other rural hospitals in Karnataka and Madhya Pradesh. Some of the tangible outcomes of the effort are,

1. Supply of Medical Equipment: Over 200 oxygen concentrators, numerous BiPAP machines, masks

and PPEs were shipped to various hospitals. Funds were raised largely through community efforts in the US.

2. Doctor To Doctor Tele-Consult Service: A unique service that allows India-based clinicians to get help from the doctors in the USA via a dedicated hotline available 24x7 and manned by 150+ doctors of Indian origin

3. Medical Knowledge Sharing: Supporting multiple talks between doctors in India and the doctors in the USA on emerging issues like Mucormycosis, training on BiPAP machines, pulmonary issues, and more

4. For Ujjain-Indore, the focus has been to provide oxygen, create makeshift hospitals, give microloans to families in need, provide psychological support and help vaccination teams. We are unique because of negligible admin overhead, the ability to use the funds right away and local/grassroots level efforts going directly to the beneficiaries.

5. Building a unique media team that is working with doctors and animators in publishing messages for medicine with cartoons in India

As things evolve, CARE Inc. became a platform that could harness the power of regional sub-groups and alumni associations like Bangalore Medical College, and Govt. Engineering College, Ujjain to come under the overall umbrella and take advantage of the overall resources. This allowed us to get registered in Toyota Benevity, Oracle, and numerous other Silicon Valley organisations as a preferred charity. We were able to get support from institutions like Red Hat that have allowed Care Inc. to circulate a letter of appeal to their 17000 global employees on company platform.

Care Inc. has ended up developing a framework which is helping multiply the power of various charitable efforts.

MANZIL - ORDINARY STUDENTS FOR THE COMMUNITY

Young people from marginalized backgrounds taking ownership of their community's well-being on their fledgling shoulders demonstrates how Manzil must be doing something right. As one of their friends Nipun Mehta often says - Service doesn't start when we have something to give, it naturally blossoms when we have nothing left to take. In Manzil, Ravi Gulati (PGP 1991) is seeing it come alive through his students in defiance of their difficult circumstances.



A community member carrying the Ration Kit to his home on the cycle



Ration kits prepared to distribute among families. Each ration kit contains items like (Dal, Sugar, Rice, Aata, Tea-leaves, Pulses, Oil, Sanitary Napkins) for 4 family members for a week.

Manzil is a youth-led non-profit, set up in 1998, to enable useful learning for children and youth in the age group of 8-25 years (sometimes older), primarily from low-income and marginalized backgrounds in Sujjan Singh Park and Kotla Mubarakpur, Delhi.

Founded by Ravi Gulati (PGP 1991), his mother Mrs. Indira Gulati, and her friend Dr. Geeta Chopra, Manzil currently works with about 400 students towards changing their approach to learning and focuses on making a primarily sterile public education more effective, inclusive, and also more empowering in the following ways:

1. Focusing on real-life and not just academic learning
2. Enabling students to take charge of their own learning
3. Providing a safe space...
 - to explore new experiences, and learn to learn life-long
 - to extend learnings to peers regardless of own age or theirs

- to discover and authentically express themselves
- where attitude, knowledge and skills are integrated, and deeply internalized

Manzil's learning community model is as much about young people learning as it is about them sharing it forward with others - it's a space where **teachers are students and students are teachers** - and is led and managed by a 6-member full-time **manzillion-alumni core team**. It is based on the belief that many young people can be compelling contributors to others' learning, which not only deepens their own understanding of the subject matter ('when one teaches, two learn') but also gives them a strong sense of meaning, contribution, and purpose - all of which is at the heart of enabling the emergence of good human beings.

ORDINARY STUDENTS ROSE TO THE OCCASION TO FILL THE LEADERSHIP VACUUM Here, if you ask any student what Manzil means to them, most of



A Core Team Member, Shrikant, supporting the ration distribution



Ration Kits being distributed to families



them will say it is their second home. Well, that was for long literally so. For 14 years Manzil ran from the Gulati home in Khan Market where they lived, received friends/relatives, and educated hundreds of children - all at once. So it wasn't a surprise when sometime during mid-April, as the surge in Covid cases was on the rise in Delhi, Ravi and his whole family tested positive. Also, in the space of a few days, where half the core team

members were also infected, ordinary students rose to the occasion to fill the leadership vacuum. They started reaching out to their friends (or families) who needed help and slowly the chain of service and kindness spread even beyond Manzil. Shrikant (21), Uma (34), Amir (25), Vijay (28), Krupali (21), Anju (20), Pradeep (33) are just a few names who organized themselves to support others during the crisis. From verifying leads



for oxygen cylinders, hospital beds to delivering food and medicines, standing in line for 4 hours to get the cylinder refilled - they were doing it all for strangers.

Recovering from Covid 20 days later, Ravi was amazed to see this group that had come up so spontaneously. He knew Pradeep's own tourism business - Delhi by Locals - had been shut since last year and he has been living off his savings. Yet, here he was, serving everyone in need, organising support for covid relief from his pocket, having already spent close to Rs. 85000.

All of these students, who started to volunteer for relief work, come from low-income families who have been hit by serious loss of earnings either due to the lockdown, job losses at closed restaurants, or having lost the family's breadwinner. These are first or second generation migrant families working in informal sectors (i.e. no written, read enforceable, contracts) and taking up jobs like watchmen, drivers, carpenters, etc. - many of which have vanished in no time. They live in poorly ventilated 10x10 feet single-room homes, with each bathroom shared between four families - clearly a context where both resources and awareness are in significant short supply. It is noteworthy to share that Kotla Mubarakpur alone is home to between 12000 and 15000 low-income families.

TRANSFORMING LEARNING AND SUPPORT DURING THE PANDEMIC

Relying on the small class sizes of Manzil's cascading model, they are equipping their student-teachers with correct information regarding covid as well as skills like psychological first-aid, so they can continue to support their students. Their interventions are there at all levels - at the levels of awareness, knowledge building, planning, along with emotional and material support. A helpline number has been launched for its students and extended community (their neighbors and circles of acquaintances, not necessarily connected to Manzil) where they can reach out for any support. It is being amplified through social media, WhatsApp groups, and class announcements at the moment. People in need are also being supported in the following ways:

- Free Doctor Consultation (Pre and Post Covid), Medicines, Oximeter, Oxygen Cylinders provided to Covid suspected or confirmed families
- Ration kits being provided to families where jobs were lost or breadwinners passed away, simultaneously trying to create in-house livelihood opportunities
- Govt. Welfare Schemes are being identified to support education of children who have lost an earning member in the family

- Supporting mental well-being of young people who have been traumatized by the experience of seeing so many deaths and illnesses in their own families and around them or facing other mental and emotional challenges in such difficult times due to covid

MANZILLIONS - STUDENTS AND ALUMNI are leading this initiative and creating a safety net for everyone in the community in case they fall. Students learning to be sensitive to others around them, even if they themselves come from difficult economic backgrounds, their selfless spirit to serve in times of needs, acts of kindness and compassion by being a catalyst of change, all of these highlight the value of 'education of the heart' that is the core of Manzil's mission.



Manzil Helpline Poster being circulated through social media, WhatsApp and class announcements

MY LEARNINGS FROM THE PANDEMIC

I am Dr. Om Manchanda, Managing Director of Dr. Lal PathLabs Ltd. I am also a proud alum of IIMA, 88-90 batch.

From campus, I joined Hindustan Unilever (HUL) as a management trainee. After working with them for nearly a decade, I had brief stints with Monsanto and then Ranbaxy. In the year 2005, my career took an unconventional turn when I decided to take the plunge and join a venture-funded, family-run, small-scale, pathology lab business with an annual turnover of just under Rs. 45 Cr. based in Delhi. I joined as the COO and transitioned to Chief Executive Officer in 2008.

Today, Dr. Lal PathLabs (LPL) is India's largest medical diagnostic company and has achieved a turnover of Rs. 1,581 Cr in FY'21. LPL went public in the year 2015, has a current market cap of more than \$3 bn. The company has a network of 231 clinical labs, more than 3,700 collection centres and more than 9,000 direct sample pick-up points across the country. We serve more than 20 million patients every year and have close to 5,000 on-roll and 2,000 off-roll employees.

As you can imagine, the period since the COVID-19 pandemic began has been challenging for a healthcare organization like ours. It has been nearly a year and a half since the pandemic started, and more than a year since our country went into a series of lockdowns and



Dr. Om Manchanda, Managing Director - Dr. Lal PathLabs Ltd.

other measures to control COVID-19. An unusual time, none of us had experienced so far in our lifetime.

'Testing' was the first thing that had to start to

control the pandemic, and as the largest private diagnostic company, we were right at the center of this action. LPL was one of the first laboratory chains authorised by ICMR to conduct RT-PCR tests for COVID-19 in India. This test was a new test to our portfolio and we faced multiple challenges to begin operations, e.g., accurate demand forecasting and capacity planning, costing and pricing, interface with Government authorities at the centre, state and district level, and so on. In addition, manpower planning was a much bigger challenge. Due to the fear of exposure to infection amongst the general public, there was a sudden surge of demand for home collections while our service model was previously built primarily on walk-ins. This shift in approach required large-scale hiring of phlebotomists who could visit people's homes to collect the samples. Anxiety levels among employees and their family members were high since they were at increased risk of catching the infection. We needed to take all necessary precautions to keep them safe and assured. Any lapse at this end would mean a threat to the safety of our employees and a disruption in our services.

Initially, we started RT-PCR testing in only one lab in one state. As of today, we have expanded this service to 17 locations in 13 states. The country went into multiple lockdowns, however, our teams have been working round the clock to provide testing services to patients and hospitals.

In hindsight, most of 2020 and the first wave, we somehow managed with a bit of a stretch. But come early April 2021, there was a bolt from the blue - the second wave in India. This wave was sudden, brutal and took all of us by surprise - a crisis never experienced before. To lead a company like LPL in these times has been a once in a lifetime experience for me. It became further challenging when many of our employees came down with COVID, including me. I share below some of my learnings of last couple of months...

Crisis like situation requires one to be calm and handle the challenge with a lot of poise

- It hasn't been business as usual. In this period, which had all the characteristics of a crisis-like situation, it became very important to manage one's self mentally, emotionally and physically.
- We were constantly faced with new and

unfamiliar challenges. There was no time to plan and calibrate our response. It was a drain on everyone's strength given the fear, anxiety and stress. Continuously ensuring teams believe in themselves and keeping a constant vigil on the team's morale was very important and helpful.

- There were moments when I would be overcome by worry about our staff's safety and the possibility of a large-scale outbreak in the lab network leading to the closure of testing facilities and disruption to our operations. Keeping some of these inner fears within oneself kept the teams focussed.

It has all been about empathy and compassion

As they say, true wealth is having an abundance of things money can't buy. Empathy is one of them. There has been so much pain around us, it required all of us as a team to feel the pain of others, and lend that helping hand that can make a difference to people's lives. This has helped generate a lot of goodwill for the brand and also a sense of self-fulfilment for many of us.

It has all been about purpose Leadership during the pandemic required each of us in the organisation to balance the interests of all stakeholders like investors, customers, employees and society at large - all at the same time. Aligning the entire organisation to its larger goal of serving the communities made a big difference in motivating the team, keeping them focused. Teams experienced a great sense of purpose in what they were doing.

It has all been about staying in problem-solving mode

There were many new and unfamiliar challenges. We had to be quick on our toes to look for ways to solve them. Generating alternatives, quickly evaluating, and moving fast was our mantra. Staying in problem-solving mode helped us immensely.

It has all been about human connections

My biggest learning has been that it is important to quickly get from planning to execution mode. Arrange all the required resources and put in place all the processes - but this is all about Hardware. One should not forget to leverage a very important resource i.e. People Software. Passion and purpose can make all the difference.

DRIVE-THROUGH VACCINATION CAMPAIGN BY PARK+

Shared by Mr Rahul Aggarwal (Batch of 2012),, who is a part of the core team of a technology startup Park+ that is founded by Mr Amit Lakhota (Batch of 2007). Park+ (backed by Matrix Partners and Sequoia Capital) has started a social initiative under which they organised drive-through vaccination camps for citizens across multiple cities in partnership with local government bodies. The execution and impact of the camp being conducting in Gurugram in partnership with Govt. of Haryana was also lauded by the Prime Minister of India.

A drive-through not just eases the pressure off hospitals and staff but also ensures the least contact set-up with no additional infrastructure cost and to top it all, the vaccine is given in the comfort of one's own car. These camps in NCR (Gurgaon, Noida and Ghaziabad) have benefitted 10,000+ citizens and been very well received by citizens.



Citizens get vaccinated in their cars in a Gurguram Mall

The epitome of diverse culture - India has now occupied spaces in the local news for something other than its heritage. With the ongoing second wave and the premonition of a third wave, the virus' variants prove that Covid-19 is no friend to Indians and never will be. Amidst the chaos, the only effective remedy against coronavirus is 'Vaccination'.

The multiplying positivity rate generates a dire

need for CoVid vaccinations. But the conspicuous lack of resources and management make this fight difficult. Amit Lakhota decided to aid the vaccination process by facilitating the local health departments in conducting drive-through vaccination camps across Delhi-NCR.

Park+ took the initiative to help the local government bodies to streamline and manage the Drive-through covid vaccination camps to ensure easy access to



There are fewer joys than those of being able to touch others lives - Amit Lakhota



Vaccination at a parking in Noida

everyone. As part of this social initiative, Park+ quickly tied up with leading malls and tech parks to set up these camps and utilize their already vacant parkings to conduct these camps.

This initiative has turned out to be really effective in reducing the burden on hospitals and ensuring that people get jabbed with minimal contact and social

distance. The initiative being lauded by PM Modi himself has led to drive-through vaccination camps being organized in all parts of India. All a person needs to do is, to drive to the campsite, get their jab, wait for 30 minutes and drive home safely. On-site medical help is also available for those who feel unwell in the waiting time period.

Amit and his team took this initiative to another level when they introduced the visibility of these drive-through camps on their Park+ app. People can get notified about vaccination camps near them and check the real-time availability of vaccination slots through the app in live camps. This has created maximum awareness among people and therefore great turnout at all the camps till date. Park+ plans to extend its support to local health departments all across India.

Having done 30+ camps with help to 10,000+ citizens, the love and appreciation has been pouring in for Park+ with motivating and positive feedback.



IIMA ARCHIVES PLACEMENTS

The word 'placement' figures right from the first PGP batch that started in 1964 and the Placement Committee of IIMA, set up in September 1964, was one of the first of its kind in India. In the initial years, it was tough to convince prospective employers to recruit students as the value-addition of management education was unknown. From the Godrej Archives, we learnt of a particular internal memo in the mid-1960s which described the value-addition of summer interns from IIMA, in doing market surveys (then a novel concept), as follows:

"..put two of IIMA boys to conduct the survey and guided them. They took three-four days. Then I asked them to look at it from this angle and that angle. And it was such a nice report, when Mr. N.P. Godrej read it, he said to send them 2,000 rupees each." For the

first graduating batch, the salary range of the final placements lay between Rs. 575 and Rs. 1,200 per month. The first international summer internship was offered to a student from the PGP 1969 batch, based in London.

As a sector, Marketing, dominated recruitment for the first two decades, giving way to Finance in the 1990s and 2000s (with substantial placements outside India), giving way more recently to Consulting.

IIMA Archives Monthly Snippets can be accessed at archives.iima.ac.in/snippets

Following is an excerpt from Wadhva and Garg (Ed.) (1976) - Placement of Management Graduates: Expectations and Experiences, IIM Ahmedabad.

PLACEMENT TRENDS DURING 1967-74 AND SOME ISSUES FOR CONSIDERATION' BY CHARAN D WADHVA

TABLE 1

Number of PGP and PMA Graduating Students Seeking Placement Assistance

Year	No. of Students	
	PGP	PMA
1967	76	—
1968	83	—
1969	101	—
1970	106	—
1971	110	33
1972	121	32
1973	110	35
1974	116	36
1975	112	26*

*These students belong to the first year of PGP-SPA.

TABLE 2

Areawise Job Announcements for PGP Students

Area	No. of Jobs Announced in the Placement Office							
	1967	1968	1969	1970	1971	1972	1973	1974
Marketing	51	85	80	101	104	101	98	94
Finance & Accounting	22	26	28	33	24	33	41	45
Production Management	26	37	67	65	38	30	36	24
Operations Research	3	6	15	18	11	7	6	11
Organizational Behaviour, Industrial Relations, & Personnel Management	9	16	18	15	17	9	16	14
General Management	—	—	—	20	22	46	60	53
Management Trainee (Unclassified)	24	36	42	37	42	16	20	47
Research/Others	—	—	—	6	8	5	—	9
Total	135	206	250	295	266	247	277	297

TABLE 3
PGP Students' Areas of Preference

Area	1972	1973	1974	1975
Finance & Accounting	30	60	59	72
General Management	67	85	62	74
Marketing	114	96	88	91
Operations Research	11	13	13	6
Production Management	60	86	33	36
Planning & Control*	—	—	32	39
Personnel Management	23	15	17	10
No. of Students Indicating Their Preferences	121	110	115	117

Note : Each graduating student indicates not more than three areas of preference.
* Figures for the Planning and Control area are included in the figures for the Finance and Accounting area for 1972 and 1973.

ACTUAL PLACEMENT

TABLE 4
Area-wise Classification of PGP Placement
(In percentage)

Area	1967	1968	1969	1970	1971	1972	1973	1974
Marketing	49	42	39	42	42	51	38	40
Production Management	13	18	17	20	11	4	10	9
Finance & Accounting	16	20	8	13	14	14	12	15
Personnel Management	1	4	6	3	6	2	4	4
Operations Research	3	2	—	7	5	4	5	2
Management Trainee (Unclassified)	10	10	26	5	10	6	7	4
General Management	—	—	—	—	1	14	14	15
Research/Others	8	4	4	10	11	5	10	11
Total Number of Students	76	83	101	106	110	121	110	116

TABLE 5
Industry-wise Classification of PGP Placement
(In percentage)

Industry	1967	1968	1969	1970	1971	1972	1973	1974
Heavy Engineering	5	7	4	13	14	14	11	22
Light Engineering	24	25	37	26	21	24	22	21
Electrical	4	1	5	4	10	7	11	8
Chemicals & Pharmaceuticals	16	6	14	16	14	24	21	14
Financial & Banking Institutions	5	17	4	11	12	6	6	13
Textiles	23	16	21	11	14	6	7	6
Food & Agriculture	9	16	5	8	2	1	5	3
Teaching/Research/ Consulting	5	6	2	6	4	7	8	3
Hotel	—	—	—	—	1	4	—	—
Others/Not Known	9	6	8	6	8	7	9	11
Total Number of Students	76	83	101	106	110	121	110	116

TABLE 6
Jobs Announced and Accepted in the Public Sector by PGP Students

	1971	1972	1973	1974
Total Number of Jobs Announced	266	247	277	297
No. of Jobs Announced by Public Sector Organizations	39 (14.7)	37 (15)	48 (17.3)	39 (13.1)
Total Number of Students Graduated	110	121	110	116
No. of Students Accepting Public Sector Jobs	26 (23.6)	13 (10.7)	16 (14.5)	20 (17.2)

Note : Figures in parentheses are percentages.

THE INSTITUTE'S TOP 25 WORKING PAPERS

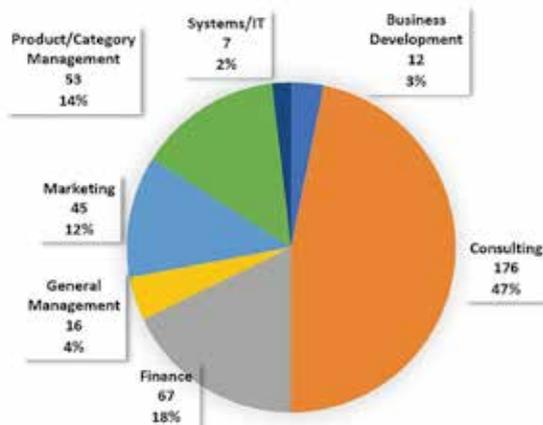
Rank	Working Paper	File Downloads				Abstract Views			
		2020 01	3 months	12 months	Total	2020 01	3 months	12 months	Total
1	Central bank gold reserves and sovereign credit risk Sawan Rathi, Sanket Mohapatra and Arvind Sahay	19	24	24	24	11	11	11	11
2	A THEORY OF TAX EVASION IN DEVELOPING COUNTRIES Errol D'Souza	12	31	109	276	42	150	462	948
3	The Role of Insolvency Tests: Implications for Indian Insolvency Law M.P. Ram Mohan	7	7	7	7	10	10	10	10
4	Climate Change in Madhya Pradesh: Indicators, Impacts and Adaptation Vimal Mishra, Reepal Shah and Amit Garg	6	12	35	134	31	105	339	819
4	Equity portfolio diversification: how many stocks are enough? Evidence from India Rajan Raju and Sobhesh Kumar Agarwalla	6	22	22	22	8	22	22	22
4	Strategic Human Resource Management: Three-Stage Process and Influencing Organisational Factors Sandeep Krishnan and Manjari Singh	6	6	10	258	51	69	98	1,771
4	A Conceptual Note on Influencing Store Loyalty: Implications for Indian Retailers Subhashini Kaul	6	6	6	39	7	7	8	117
4	Food Subsidy in India: Trends, Causes and Policy Reform Options Vijay Paul Sharma	6	13	69	1,051	59	262	1,065	12,146
4	Theory of Planned Behaviour Approach to Understand the Purchasing Behaviour for Environmentally Sustainable Products Bipul Kumar	6	7	50	267	23	61	263	1,080
4	Pandemics and Historical Mortality in India Chinmay Tumbe	6	13	136	136	16	33	61	61
11	Farmer Producer Organizations as Farmer Collectives: A Case Study from India Nalini Bikkina, Rama Mohana Turaga and Vaibhav Bhamoriya	5	35	124	369	34	143	465	1,199
12	Party Autonomy in International Commercial Arbitration Anurag K. Agarwal	4	7	51	514	23	60	334	2,513

12	Demand for Fertiliser in India: Determinants and Outlook for 2020 Vijay Paul Sharma and Hrima Thaker	4	9	48	260	29	81	345	1,290
12	Feasibility Study of Setting up Information Technology-Enabled Services (ITES) and Business Process Outsourcing (BPO) Hubs in the North Eastern States of India: A Report Rajanish Dass and Lethil Nangmuansang	4	8	22	169	10	23	67	606
12	Analysis of Public Expenditure on Health Using State Level Data Ramesh Bhat and Nishant Jain	4	15	26	105	13	86	155	446
12	Using Transaction Utility Approach for Retail Format Decision Piyush Kumar Sinha	4	6	20	141	46	113	313	1,544
17	Dynamic Pricing of Electricity: A Survey of Related Research Goutam Dutta and Krishnendranath Mitra	3	3	6	56	5	7	22	120
17	Capital Structure and the Firm Characteristics: Evidence from an Emerging Market Indra Pandey	3	13	42	330	9	37	138	1,289
17	Elements of task definition shopping situations: A study in context of products high on haptic salience Abhishek and Piyush Kumar Sinha	3	10	24	33	43	126	269	364
17	A Framework of Project Risk Management for the Underground Corridor Construction of Metro Rail Sarkar Debasis and Goutam Dutta	3	11	61	346	13	45	213	1,180
17	Container Train Operators in India: Problems and Prospects Rachna Gangwar and G. Raghuram	3	6	16	307	15	43	222	1,896
17	Effect of Overlapping Price Ranges on Price Perception: Revisiting the Range Theory of Price Perception Saravana Jaikumar and Arvind Sahay	3	3	8	72	13	44	154	460
17	Indian Antecedents to Modern Economic Thought Satish Y. Deodhar	3	8	41	181	13	31	276	657
17	Determinants of Disagreement: Learning from Indian Inflation Expectations Survey of Households Gaurav Kumar Singh and Tathagata Bandyopadhyay	3	9	18	18	4	12	16	16
17	Format Choice of Food and Grocery Retailers Piyush Kumar Sinha, Mathew Elizabeth and Kansal Ankur	3	3	3	42	17	18	30	155

Statistics updated 2021-05-05

VIRTUAL PLACEMENTS FOR THE 2021 BATCH

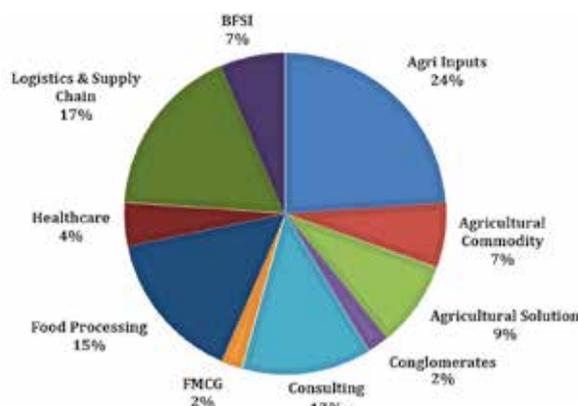
Due to the ongoing pandemic, related restrictions and social distancing norms, the entire placement process was conducted virtually for the year 2021. The placement process for the graduating batch of the PGP class of 2021 was successfully completed and enabled students to be placed in sectors and functions of their choice. The 2021 placement process also demonstrated the preparedness of the Institute to adapt to the changing times.



Placement 2021 - Offers Across Sectors

PGP Placement Process 2021 In total, 131 firms participated and gave offers for 170 different roles in the Placement process of 2021 across the two stages of placement process: Laterals and the Three clusters. The first stage was the Laterals process where firms interviewed students with prior work experience and offered them mid-level managerial positions. 30 firms hired from diverse sectors such as technology, banking, consulting, general management and analytics. In the second stage of the Final placement process, firms were grouped into cohorts based on the profile offered, and groups of cohorts were invited to campus across different clusters. Firms from diverse domains participated across the three clusters in Final placements in the first week of March, with students being placed across more than 20 cohorts. As in previous years, students were provided the flexibility of making “dream” applications to firms of their choice in a subsequent cluster even with an offer in hand. There were 86 dream applications this year. This year, 1 student has opted out of the placement process to start up under the IIMavericks Fellowship.

PGP-FABM Placement Process 2021 A total of 32 firms took part in the process and a minimum of 82 roles were offered from varying sectors like Agri Commodity Trading, Agri Inputs and Services, FMCG, Food Processing and Supply Chain, Food and Agribusiness PE-VC, Food and Agri Consulting, Retail and E-commerce. The students explored opportunities across multiple roles in Finance, Sales and Marketing, Supply Chain, Operations, Commodity Trading, Project Management and Consulting. The batch attracted a diverse pool of recruiters, ranging from MNCs as well as upcoming start-up firms in the agri-business domain like Agri10x and Fresh VnF and in Healthcare domain like Emcure. Firms such as IFFCO, Intello Labs extended highest number of offers - 3 each. The process witnessed participation from first-time recruiters like Mahindra Logistics, IFFCO Group, Grant Thornton, Jio Platforms Ltd., Bayer, FMC, and Samunnati. Our regular recruiters including Reckitt Benckiser, Mahyco, Olam, NAFED, AMUL, Innothera (earlier Pioneering Ventures), Stryker and RBL Bank renewed their relationship with the PGP-FABM programme. The batch received 3 offers from Laterals and 11 number of offers through pre-placement offers.



Pictorial representation of acceptances across sectors - 2021

WELCOMING THE 16TH BATCH OF MBA-PGPX



IIMA welcomed the 16th batch of MBA-PGPX in a virtual inauguration ceremony on Apr 22, 2021. Prof Errol D'Souza (Director - IIMA), Prof Pradyumana Khokle (Dean - Programmes), Prof Viswanath Pingali

(Chairperson, MBA-PGPX), Executive Committee members and other faculty members graced the occasion with their presence.

WELCOMING THE SECOND BATCH OF ePGD IN ADVANCED BUSINESS ANALYTICS



The virtual inauguration was organised on April 18, 2021, in the presence of Deans, Co-Chairpersons,

Executive Committee members, and teaching faculty members.

CAMPUS DURING THE PANDEMIC

Narrated by Mundhada Ketan Laxmikant (PGP 2021)



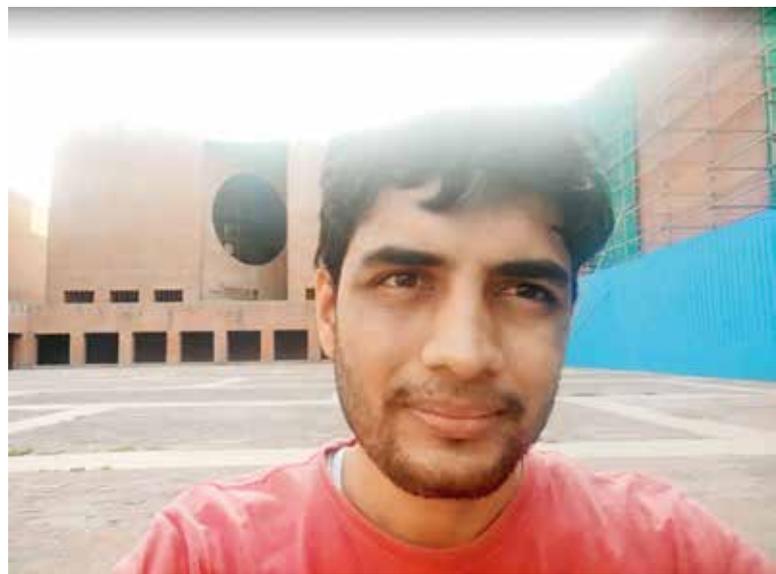
IMA will always have a special place in my heart. Being the only architect from my PGP batch, it was like a dream come true for me. I had studied and drafted Louis Kahn designs in my early twenties, and here I was in June of 2019, living my dream of staying in a space that was basically a juxtaposition of basic but iconic geometry, and a complex, yet appealing lifestyle. Like circles of the arches that were overlapping with one another, my life at IIMA was also juggling between classes, quizzes, study groups, dorms, and a plethora of activities that would make me feel alive!

But all that came to halt with COVID-19, and all of us witnessed the most unique phase of IIMA's journey. I, along with most of my batchmates, waited the entire summer and rainy season, checking emails in anticipation that the campus would open up again. By the time our term-4 ended, we were all accustomed to the online mode of learning. Folks who used to be 'sideys' were now just part of a zoom window. As months rolled by, we witnessed the CPs, DCPs, CCPs along with the iconic slow claps, slowly wane away. And yet, the biggest missing was still the aura of the iconic campus.

14th October 2020. I will always remember this

date. Although classes would still be online, we were allowed to come back on campus. The months that followed were very different from what I and most of my batchmates had witnessed a year before. Besides the necessary protocols of wearing a mask and maintaining social distancing, the campus was largely empty for the good part of the 5th term. Since I was one of the first batch of students returning back on campus, I can recall seeing very few familiar faces during the initial phase. What used to be a campus buzzing with 'high enthu' students, suddenly felt like a place to retire.

Dorms were empty, so, were the pathways. LKP was graced only by campus dogs and a few chirping birds. There was a time during our PGP-I when it was difficult to find a spot in the library for our group meetings. A year later, the entire building was ours. Within few days, I started embracing the emptiness and newfound freedom that came with it. The long walks that I took were no longer just the 'campus walks' but 'walks to introspect on life'. I started appreciating nature and campus even more. I started observing the chirping of the birds, the movements of dogs and squirrels. Cats started visiting my room and I would



share my meals with them. All in all, I started observing the elements of campus life that I would have otherwise missed in the hustle of IIMA. This was also a period of unique friendships for me. I started reaching out to folks with whom I did not get a chance to interact during my first year. Talking and listening to them was therapeutic for me.

As we approached the final term, a lot of my batchmates had returned back to campus and we felt that things were getting back to normal. However, it was not meant to be. The campus was soon filled with students but the void of losing one of our batchmates will always remain. It was a phase when all of us lost a part of ourselves and no amount of grief would alleviate our pain. If there is anything that this lockdown has taught us, it is the importance of reaching out. During the placement season that followed, everyone stood beside each other. The most awaited 'Term-3 exams' followed the placement season. Despite the hiatus due to increasing cases on campus, all of us managed to survive, literally.

Post exam phase tested the real resilience of our batch. With so many students testing positive, the campus was quickly turning into a red zone. COVID fears started rising and students started leaving, turning the campus empty, just like it was in October. What hurts the most was the inability to say 'goodbyes' to so many friends, with whom I had shared many wonderful memories. I was glad that our dorm, Skyfall, had this unique culture, in which we would all visit the Harvard Steps to bid farewell to every dorm mate that left the campus. One by one, my

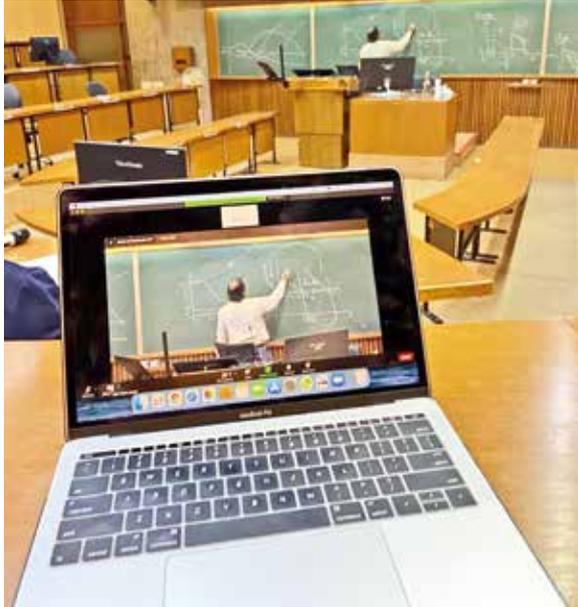
dormmates left and I found myself wandering alone on campus. Despite the increasing number of cases nationally, I was too attached to this place. Some of my good friends had tested positive, and I decided to stay back till they returned back from dorm 31, safe and sound. Meanwhile, I had befriended Paras from T-post as I would talk to him daily. This was a very emotional phase for me, as I realised that whatever that I was doing on campus was probably the last time that I would be doing it in a long time. I became more grateful for everything that happened to me in my life. We spend two years at IIMA, writing 'reflections' as part of assignments, but I feel that I became truly reflective this April when I was all alone on the old campus. I started thinking deeply and read some good books, laying under the trees in the gardens behind dorm 9. I experienced campus like never before.

My friends were discharged from dorm 31 safely and I decided that it was time for me to head home. In the last few days on campus, I got up really early and went on a campus tour alone, capturing the unique architecture. My love for the campus only solidified as I would feel more spiritual with each passing day. On my last night on campus, I did not sleep. I went for a walk one last time and captured as many photos as I could along with countless memories of the place that I can affectionately call my home now. The next morning, I got a fitting farewell to my journey when the last few friends on campus came to see me off. As I bid farewell to the campus that I love, I am truly thankful to the IIMA community for all the affection and memories.

- **Signing off with gratitude**

CAMPUS DURING THE PANDEMIC

Contributions from Mohammed Asad (PGP 2020-22) and Perspectives, the Photography Club of IIMA



SO CLOSE YET SO FAR This picture summarizes our MBA during the pandemic year 2021. We all struggled to reach campus but had to take classes from our dorms on Zoom. Later when classrooms opened, we found empty benches and fewer students turning up. And finally, when the second wave hit India, we find ourselves back on Zoom with more questions than answers. This pic is from Professor Sebastian Morris's class and shows how hybrid classes are the future in the post COVID era. - Krupesh Ved (PGPX 2020-21)



Desolate grounds with no games of football and frisbee



Rare image of the LKP



Essentials - Sanitisation and disinfection



Group photographs took a different dimension



Hybrid Classes - No limits to learning



Hybrid Quiz - Who said there was an escape?



Prom Night in a B-School can sound exciting, but the pandemic....



The corridors stretch endlessly, waiting for the crowd to return



Lonely alleys of MSH, New Campus



Stores & Purchase department made war-footing arrangements to procure material like hand sanitiser dispensers, PPE Kits, masks, gloves, digital thermometer, yellow dust bins for the collection of Bio-Medical wastes, fogger machines for spraying the disinfectants both in indoor and outdoor areas. These were appropriately distributed/installed all across the campus.

COVID Helpdesk and augmentation of quarantine/ isolation facility at Dorm 30 and Dorm 31 after a surge in covid-19 cases during April 2021.



Signages relating to Covid appropriate behaviour are installed at all the strategic locations across the campus.

Total Positive Summary as on 25 May 2021

	Total	Students	Faculty	Staff		Contractual Staff (Off campus)	Community Members & Others
				On Campus	Off Campus		
Positive (Since 01 Sep 2020)	459	172	13	33	81	44	116
Recovered (till 25 May 2021)	449	171	12	32	81	42	111
Active cases/Quarantined (as on 25 May 2021)	10	1	1	1	0	2	5

Covid dashboard (covid19.iima.ac.in/dashboard.php) was conceptualized with IT support, showing ongoing Covid-19 results for testing administered by the IIMA since 1st September 2020, for faculty, staff, students, community members and contractual staff.



With the help of Ahmedabad Municipal Corporation (AMC), on-campus testing was initiated to detect the COVID infections among community members of IIMA community from July onwards. These tests were mainly Rapid Antigen Tests (RAT). However, subsequently, AMC also conducted RT-PCR tests.

INSTITUTE'S COVID HELP DESK

Unveiling fresh measures to combat second wave of Covid-19 pandemic, the Institute decided to set up a 'Covid Help Desk' on Apr 27, 2021 to help and coordinate for the assistance required by the Covid patients within the campus. The desk comprises of volunteer members from the community who are working tirelessly to reduce the coordination role of Doctors and Administration, making covid management

system more efficient. The 'Covid Help Desk' (CHD) primarily answers all queries, coordinates assistance and contacts appropriate functionaries for rendering help - operating 24x7.

Additionally, in a fight against the virus, the Institute has also routinely organised covid-testing drives and a vaccination drive for the community members.

A REPORT - 'FOSTERING PRIDE IN HIGHER EDUCATION: THE ROAD TO INCLUSION'

First of its kind in India, this report published by Boston Consulting Group, Pride Circle Foundation, and Indian Institute of Management Ahmedabad delves into the ground-realities of the inclusivity issues faced by LGBTQ+ students on Indian campuses through a survey of over 1700 students in colleges across India. It demonstrates how the establishment of a diversity and inclusion (D&I) student interest group can offer these students greater representation and improve the quality of their campus experience and

offers guidelines for the establishment of such a group.

The report segregates the data from survey to assess parameters such as satisfaction levels, discrimination, social exclusion and victimisation, among others. Some of these parameters are largely subjective; however, an attempt has been made to develop a criteria to classify them into broad groups. The report quantifies the difference across these parameters in institutions with and without support groups.

PROF. ANKIT KARIYA JOINS FINANCE AND ACCOUNTING AREA

We are happy to inform you that Prof. Ankit Kariya has joined the Institute on 12 May, 2021 as Assistant Professor in the Finance and Accounting area of the Institute.



Prof. Ankit Kariya has completed his Ph.D. in Finance and Accounting from Indian Institute of Management Bangalore in 2021. He earned his MBA in Finance from KSV University, Gujarat, in 2009, and a Bachelor of Commerce from Gujarat University in 2007. He was associated with the Gujarat Industries Power Company Limited (GIPCL) at various levels during 2010-2014. He was also associated with

Indian Institute of Management Ahmedabad as Academic Associate during 2014-2016.

Prof. Ankit Kariya's research interests include Corporate Finance, Financial Intermediation, Household Finance and Fintech. He has received the best paper award at IIMB Management Review Doctoral Conference and 2nd best paper award in the CRISIL Doctoral Symposium, India Finance Conference. He is also a recipient of the Mirae Asset Scholar Award at IIMB.

His office is in Dorm 14, Office no. 28. He can be reached on extension 7428 or at ankitk@iima.ac.in.

PROF. ARUN SREEKUMAR JOINS THE MARKETING AREA

We are happy to inform you that Prof. Arun Sreekumar has joined the Institute on Apr 1, 2021 as Assistant Professor in the Marketing area of the Institute.



Prof. Sreekumar has received his doctoral degree in Marketing from the University of Illinois at Urbana-Champaign in 2021. Before doctoral studies, he spent four years working in India and Kenya, supporting the product development and marketing activities of hundreds of micro-entrepreneurs. He earned his Post Graduate Diploma in Management from the Indian Institute of Forest Management in 2012,

and a Bachelor of Science in Agriculture from Kerala Agricultural University in 2009.

Prof. Sreekumar's research is in the domain of marketing strategy in emerging markets, with focus on marketing in resource-constrained contexts. His research has appeared, or is forthcoming in the Journal of Marketing, European Journal of Marketing, Journal of Consumer Affairs, and Journal of the Association for Consumer Research.

His office is in Dorm 14, Office no. 27. He can be reached on extension 7427 or at aruns@iima.ac.in.

ENGAGING IIMA ALUMNI FOR CASE STUDY DEVELOPMENT

The IIMA Public Policy Alumni Special Interest Group (PP-ASIG) convenes IIMA alumni across the globe on a common platform to facilitate conversations and exchange ideas around public policy, stir innovation, and further amplify the public and social contributions of IIMA. Several PP-ASIG members expressed keen interest in co-authoring case studies on contemporary public policy topics.

Accordingly, on April 1, 2021, the PP-ASIG organized a masterclass on "Alumni-Faculty Partnerships for Case Study Development" with Professor Vijaya Sherry Chand, Chairperson of the Ravi J. Matthai Centre for Educational Innovation at IIMA. This was an alumni-only zoom event and over 50 IIMA alumni participated. The masterclass was opened by Professor Rakesh Basant who introduced the topic. Thereafter, Professor Chand took the audience through the nuts-and-bolts of how to identify, frame, structure, and write a case.

A case is defined as a classroom instrument which is based on real life. No fictional events are allowed. The idea is to "bring the field to the class" and, therefore, the case should be based on real organizations, real people, and real situations. A case is "good" to the extent it helps a student *learn* and *do*.

The audience was introduced to the different types

of cases, the basic framework of a "good" case study, protocols to be adopted, and – crucially – how the author should position him/herself as a non-evaluative case writer who is representative of the learner.

The session went on to provide practical "how-to" tips, tricks, and guidelines for writing a case. The session also covered what a case study is *not*. The faculty regaled the audience with interesting anecdotes. Two short real-world case studies were introduced and dissected to bring home important perspectives.

The audience asked questions on a range of topics, including the length, global versus local, how to publish a case, what support is provided by the IIMA Case Center, how to identify partners and co-authors, and how to collect data and materials for the case.

The session was a refreshing perspective for the participating alumni, all of whom had been exposed to several hundred cases during their IIMA days – but not to the process of actually writing a case study! This highly enlightening and informative session took the audience back to their campus days and stimulated a keen desire in alumni to collaborate and write actual cases based on their own experiences and interests.

YouTube link to the webinar: <https://bit.ly/3tQFjs7>

For more information, please email at pp-asig@iima.ac.in.



We are elated to share that the Post Graduate Programme in Management for Executives (MBA-PGPX) at IIM Ahmedabad has been ranked at the top, in the Full-Time MBA category, in the recent QS World University Rankings.

IIMA LAUNCHES ASHANK DESAI CENTRE FOR LEADERSHIP AND ORGANISATIONAL DEVELOPMENT

The Institute announced the launch of Ashank Desai Centre for Leadership and Organisational Development (ADCLOD) on June 18 2021. The Centre aims to bring together faculty, students and governmental, non-governmental, and private organisations to conduct distinctive and high-quality leadership and organisational development research. The centre has a group of 12 faculty members from varied disciplines such as communication, education, economics, human resource management, law, organisational behaviour, and strategy. The endowment for the Centre has been contributed by Mr Ashank Desai (PGP 1979), Principal Founder and former Chairman of Mastek Limited, and a member of the Governing Council.





MR SAURABH SANCHETI

(PGP 2009)

THE ECONOMIC TIMES 40 UNDER FORTY (2020)

CHIEF FINANCIAL OFFICER, JIO PLATFORMS LIMITED

Saurabh Sancheti is a proud member of the Jio revolution, which has transformed life for all sections of society. He is currently Chief Financial Officer at Jio Platforms Limited, the digital services arm of Reliance Industries (RIL). Apart from this, he is also the RIL nominee director on boards of two of largest cable companies in India - Den Networks Limited and Hathway Cable and Datacom Limited. Saurabh was part of the core deal team which closed an investment of \$20 billion into Jio Platforms in less than nine months by 13 global investors including Google, Facebook and all marquee global PE funds. Saurabh is also credited with turning around the cable

business post acquisition. Saurabh believes in karma-yoga and tries to put his best efforts without worrying about the outcome. Saurabh's mantra is that life is all about striving to be the best version of oneself - revising hypotheses, charting uncomfortable terrain, learning from and embracing failure and NOT quitting. Encouragement from his mentors, unwavering support of his family and blessings from elders have been key enablers in his journey. Saurabh came to WIMWI as a fresher straight from IIT Roorkee and graduated in 2009. He is blessed with a lovely wife (who he met on campus) and two super-energetic young kids.



MR ASHNEER GROVER

(PGP 2006)

THE ECONOMIC TIMES 40 UNDER FORTY (2020)

CO-FOUNDER AND CEO OF BHARATPE

BharatPe is India's first and largest unified UPI QR code provider. It is India's largest offline acquirer of merchants - providing a QR code for UPI payments, POS machine for card acceptance, and loans to small merchants. Under the leadership of Ashneer Grover, the company has grown to acquire 10% of overall UPI merchant payments in the country, within a short span of 6 months. He founded BharatPe with the vision to enable the UPI ecosystem in India by driving adoption among merchants. His company offers free UPI transactions to over 600,000 merchants

in India. He has an extremely diverse and intriguing professional journey spanning 13 years. Prior to BharatPe, he was building new age gold loan business for PC Jeweller, a company he was instrumental in taking public. Before that he was the CFO and founding team member at Grofers, raising US\$ 170 mn. He has also led investments for Amex in India and was part of their India Board. He started his career with Kotak Investment Bank where he spent 7 years Kotak, leading 10 Deals worth US\$ 3 bn transaction value.



MS VINEETA SINGH **(PGP 2007)**

THE ECONOMIC TIMES 40 UNDER FORTY (2020)

Vineeta Singh, Co-founder & CEO, SUGAR Cosmetics has been awarded The Economic Times 40 Under Forty Award 2020 and been recognized as one of India's young business leaders. The list documented corporate India's future leaders and marked a new milestone with the highest representation of women in its history. SUGAR Cosmetics is one of the fastest growing premium beauty brands in India, which is have clocked 105+ Crores in revenues in just its 4th fiscal year. Bent on providing bold and nonconformist beauty essentials

to every Indian woman through SUGAR, Vineeta effortlessly juggles between multiple responsibilities whilst leading the business affairs of the brand. She is the front-runner of the SUGAR Cosmetics team in India with 2000+ members across the country. With a range of nearly 550+ SKUs, Vineeta is focusing on building out the brand's retail footprint and its challenges and opportunities which are both daunting and exciting as they have reached a total of 10000+ retail touch points across 130+ in a short span. The brand has won notable awards such as CNBC's Most Trusted Brand Of India 2021, ET's Most Promising Brand of The Year 2019, Retail Start-Up of the Year by Entrepreneur Magazine, Most Admired Retailer of the Year at the IMAGES Retail Awards and multiple product wins at the Cosmopolitan Beauty Awards.



MR SIDDHARTH SHAH **(PGP 2012)**

THE ECONOMIC TIMES 40 UNDER FORTY (2020)

CO-FOUNDER & CEO, ASCENT HEALTH & PHARMEASY

Siddharth Shah is leading the best digital healthcare platform in the country by transforming the pharmaceutical supply chain through an online pharmacy and promoting digitization in healthcare. Together, Ascent & PharmEasy (now merged as API Holdings) form the Largest Digital Healthcare Platform in India connecting Patients - Practitioners - Pharmacies. It is now the 3rd largest buyer of medicines in India - accounting for 3% of all medicines sold in India. Siddharth has raised ~1,500 Crores (USD 210 Mn) from leading investors across the world including Canadian Pension Fund -CDPQ,

Bessemer Venture Partners, F-Prime, Eight Roads, Think Investments and Leading Indian Investors and delivered returns ranging from 40% to 85% IRR to his investors. Ascent Health & Retail.IO connects 500 Pharma Companies through 1,200 Pharma Distributors with 45,000 Retailers in 35 Cities of India. PharmEasy is India's leading E-Pharmacy, with over 5 Million App Downloads and over 700,000 fulfilled orders every month. Within the PharmEasy ecosystem, Siddharth has developed a tele-consultation platform (DocStat) and practice management and digital clinic solution (DocOn).



MS SHREYA DEB **(PGP 2005)**

THE ECONOMIC TIMES 40 UNDER FORTY (2020)
MD, OMI DYAR NETWORK INDIA

Shreya Deb invests in organizations that create economic opportunity and improve the livelihoods of millions of people living at the base of the pyramid. As part of Omidyar Network's India-based team, she primarily supports investments across the Consumer Internet & Mobile, Education, and Financial Inclusion initiatives, playing an important role in helping to structure and manage the firm's

for-profit investments and non-profit grants in India. Shreya joined Omidyar Network in April 2011 after spending four years at global management consultancy The Boston Consulting Group. As a consultant she developed strategies to drive growth and enhance operational efficiencies for clients across a range of sectors, including insurance, industrial goods, and medical devices.



MR KAMAL DAS **(PGP 2003)**

BEST SENIOR FACULTY AWARD - AIM DATA SCIENCE
FACULTY AWARDS 2021

Kamal Das is the Head of Data Science and Partner Programs at Jigsaw Academy, a Mahanipal group company. With almost 19 years of experience in analytics, finance and business, Kamal not only heads the data science programs but also works as a visiting faculty for the Institute of Chartered Accountants of India and other business schools. Besides teaching, Kamal also was involved in building relationships and developing and scaling programs with partners including the University of Chicago, SDA Bocconi, Milan and Indian Institute of

Management, Indore. Kamal focuses on applying his learning to participate in global competition platforms like Kaggle. He is currently ranked in the top 0.23% (ranked 365 out of over 161,000) Kaggle participants worldwide in the Competition category. Prior to Jigsaw Academy, Kamal has worked across the globe with investment banks (Barclays Capital, Lehman Brothers, JPMorgan), Indian subsidiaries of financial institutions (Moody's Analytics, Standard and Poor's) and a venture fund (Intellectual Ventures).

HOW IIMA 1992 CROWDSOURCED ITS PANDEMIC RESPONSE

Partha Mohanram (PGP 1992) is the John H. Watson Professor of Value Investing at the Rotman School of Management at the University of Toronto, where he is also the Director of the India Innovation Institute. He obtained his B.Tech in Computer Science from IIT-Madras followed by a PGDM at IIMA (class of 1992), where he won the K.V. Srinivas Gold Medal for being the best All-Rounder student. After IIMA, Partha obtained his PhD in Business Economics from Harvard. Partha has been a leading academic for almost a quarter of a century. Prior to Toronto, he was on the faculty of Columbia University and New York University (Stern school). He is an expert in the areas of valuation and fundamental analysis.



The batch during the reunion in 2016

We have always been a close-knit group of guys and gals. Whenever one of us NRI types would show up at one of the “nodal” points with many batchmates (Delhi NCR, Singapore, Mumbai, or Bengaluru) - all it took was a WhatsApp message, and “hajjaar” people would show up for an impromptu mini-reunion. Nowhere was this closeness more apparent than when we set a record at our 25th reunion with over 130 batchmates and their families

attending a glorious meet up at Ahmedabad.

However, our meetings, real or virtual, were not just fun and games. In 2016, we raised over 2.6 crores as a batch led by the tireless efforts of Birendra Baid (used in the restoration of classrooms). But our batch really came to the fore during the first wave of the pandemic in 2020. A subset of our batch created a unique fundraiser “Kms for PPE”, where we logged our exercise and pledged to donate a certain amount per

BATCH ACTIVITY



KM run/walked/biked to an NGO funding PPE for essential workers (Swasth Foundation). The fundraising was led by Sachi Thomas, while the dynamic duo of Sankar and Divya Krishnan handled the coordination with the NGOs. We raised over Rs. 55 lakhs (and probably lost a few unhealthy pounds too!). As a batch, we felt hopeful about how India was handling Covid.

The second wave was different. It started with sad and sobering news on a daily basis - a batchmate losing his in-laws and niece, another his wife, and then three losing a parent. We were also getting constant requests for help, sometimes for someone closely linked to a batchmate, but often for strangers. This is where the DNA of our batch to help others *unconditionally* came to the fore. Our batch responded to this crisis in three independent, yet related ways.

First - we created a Covid help subgroup, so that people requesting and offering help could meet and interact in a forum specifically designed for this. What started organically with a handful of members has since grown to over 70 people from across the globe - India, Singapore, UK, Europe, USA, and Canada. The different time zones actually turned out to be a blessing, as we were able to get round-the-clock coverage. We handled miscellaneous requests from all and sundry - ICU beds, concentrators, oxygen refills and drugs. While many of our batchmates chipped in,

a few deserve to be singled out - Anu Malik, Rachna Aggarwal and Divya Krishnan for their dogged determination to help absolute strangers, Sankar Krishnan who always had an answer for every question (where to get a drug, which hospitals are free), Hemant Bhardwaj who helped strangers get drugs from Pharma companies at cost, Alok for answering all and sundry requests at odd hours, Sagar Kancharla for making calls to his superhuman friends in Andhra and Telangana, Deepak Jain finding contracts to respond to requests from Bihar, MP and many Tier 2 cities, and our pharma boys, Ambati Venu and Amal Kelshikar for responding to every request for a drug. I also want to mention G. Varaprasad, Mathew Isac and Murali Parna who kept forwarding requests from people all over India, ensuring that we weren't just focusing on the big metros where most of us reside.

Second, we realized that one of the most crucial commodities in the midst of this crisis was information - knowing what resources exist and how to access them. We started with a rather unambitious google sheet with a few links, as and when these came to our attention. We constantly updated these links to include resources on hospitals, oxygen refills, concentrators, covid care centres, etc. Very often people were sharing useful information through Whatsapp, but these were in the form of images and documents which were difficult to



Experts Discuss “Crowdsourcing a Pandemic Response: How (Extra) Ordinary Indians are Making a Difference”

BATCH ACTIVITY



access given the frequency of messages. We decided to create a document archive, where each such resource was filed in an appropriate category. The entire archive was made available through a public google folder. This Google sheet and folder was initially an internal batch resource, but we decided to share this publicly, so that more people would benefit. The sheet and folder would not be as useful as it was if not for folks like Vivek Rastogi, Ranodeb Roy and Vineet Kakarania, who ensured that relevant information was posted to our Covid group.

Third, we decided to restart our batch's funding appeal. Spearheaded by Sachi, Sankar and Rachna, we decided to support two charities/NGOs that had pivoted their activities towards Covid relief. The first is The Antara Foundation, a public health NGO serving rural communities of millions through front line workers. The second is Teach for India, an educational NGO offering Covid relief to underprivileged children and their families in multiple cities. At the time of this article, we have already raised in excess of 45 lakhs, and plan to raise an additional 15 lakhs and add a third charity/NGO.

Our batch had "crowdsourced" its response to

the pandemic. To spread the message of service and charity, I organized a webinar through the India Innovation Institute at the University of Toronto (where I work). Sankar Krishnan and I (along with other panelists) showcased how ordinary Indians were pitching in an extraordinary fashion. Hopefully, we've motivated more people from around the world to chip in.

How is it that, despite any organization or hierarchy, we have worked seamlessly across multiple dimensions? In my opinion, two factors have contributed to this. One, despite not having worked together professionally since IIMA, there's an incredibly high level of trust amongst us - trust in our expertise and more importantly trust in our genuine intentions to help. Two, many batchmates have reached out to their personal and professional networks and called in favours for absolute strangers - there was no "I'm saving this call for my".

This has been a trying time for our nation, as we have struggled to cope with a devastating second wave of Covid. However, IIMA 1992 has shown its true colours in this time of need. Instead of asking the defeatist "What can we do?", we have made "Do what we can" our motto.

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

Ahmedabad,
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Victor Pereira
Publisher, The WIMWIAN

CONTRIBUTING TO OXYGEN AVAILABILITY IN ASPIRATIONAL DISTRICTS - BATCH OF 2005



Oxygen Concentrators being handed over to public health officials in Bahraich, Uttar Pradesh

In late April 2021, IIMA 2005 batch's initiative to provide oxygen concentrators and other equipment to covid care providers started with an SOS call from Nair Hospital, Mumbai which required money urgently to take care of unbudgeted consumables like disposable sheets, masks, gloves, water bottles and protein bars. The batch galvanized for the cause and within a day, raised around 10L for the requirement.

Oxygen shortage was a burning issue in April 2021, but the batch looked beyond the immediate to focus beyond the metros and decided to focus on aspirational districts. These 100 plus districts identified by NITI Aayog have been performing poorly on development indicators and are plagued by insufficient health infrastructure. The choice to provide oxygen

concentrators to these districts was made as an oxygen concentrator in these remote, poorly equipped districts was indeed a life-saving device. The problem of last-mile delivery, effective utilization and supervision were solved by partnering with Piramal Swasthya, which was already working with the government health system in 25 aspirational districts in India.

A contribution drive was started to leverage an opportunity to procure concentrators from Delhivery, a logistics startup which was procuring directly from manufacturers in China. Money for 30 concentrators was collected within two days with almost 20 people from the batch contributing for the same. In addition, efforts were made to reach out to CSR organizations in the network, leading to 15 concentrators being donated



Oxygen Concentrators being handed over to public health officials in Baksa, Assam

by NEC Corporation from Japan, 6 concentrators by Malabar Invests, and a commitment of donation of PPE kits by Stryker Corporation, USA.

27 of these concentrators have been delivered to Piramal Swasthya and have been deployed in public health system in Assam (Baksa-2, Darrang-2, Goalpara-2), Bihar (Begusarai-4), Madhya Pradesh (Barwani-2), Maharashtra (Nandurbar-5), and UP (Bahraich-5, Balrampur-5). Remaining 24 are in transit, and expected to be deployed in other districts of Bihar, Jharkhand and UP.

In the words of Ashwin Deshmukh, Vice President and leader of the aspirational district program for Piramal Swasthya: “Aspirational districts have some of the worst socio-economic indicators, healthcare infrastructure and

health outcomes. And public health facilities remain the only affordable and accessible treatment option for a significant proportion of the population in these districts. The deployment of these concentrators in public health facilities guarantees that they will continue to save lives in future waves and in the ICUs, FRUS and Pediatric wards where they will be placed after the pandemic.”

As per estimates from ACT grants, each 10 LPM concentrator is expected to serve 550 severely ill patients in its lifetime (source: ACT Grant Pitch Deck). This quick and timely action from the batch of 2005, is expected to serve more than 28,000 critically ill patients and has helped build vital oxygen infrastructure in some of the least developed regions of the country.

PGP 2011 JOINS COVID RELIEF EFFORTS THROUGH 'IIMAction'

Over the last 12 months, the batch has been able to use their resources to help people amid the pandemic. PGP 2011 has been able to provide financial aid, covid care support, crucial medical equipment, oximeters, and medicines for Covid patients. The batch has also set up a fully staffed and WhatsApp enabled COVID helpline in metro cities. Doing their bit, PGP 2011 is definitely making a big impact in country's fight towards the novel coronavirus.

Here, they share a brief about the initiatives taken through IIMAction.

CURRENT INITIATIVES

Khaanachahiye PGP 2011 batch raised INR 10 lakhs+ to distribute food for daily wage workers, migrants, and the homeless in Mumbai through Khaanachahiye, a Mumbai based NGO (www.khaanachahiye.com). Our batchmates led the initiative on-ground on behalf of the batch.

Bangalore Covid Care Facility We set up a 25 bed COVID care center in Bangalore, collaborating with Health Bangalore Breathe (NGO partner) and with support from the IIMA Bangalore Alumni Chapter. We had also raised Rs 15L for this center, primarily for OC procurement.

COVID Helpline We set up a fully staffed, WhatsApp enabled COVID helpline. The helpline provides COVID patients timely access to resources like Oxygen cylinders/concentrators, medicines, ICU/hospital beds, COVID medicines, black fungus medication, and other required assistance. We have already resolved ~180 COVID patients within the IIMA community, and their acquaintances. We are currently active in metros and will soon expand to smaller cities.

Medical professional Staffing We have staffed ~25 nurses in 2 district hospitals in Karnataka. We are also working with PARFI (PanIIT Alumni NGO)

to staff final-year nursing students as interns in Jharkhand.

Mobile Covid Care Buses We have partnered with the Punjab Govt. and with Treebo Hotels for setting up mobile covid care buses in rural areas. These buses will be equipped with OCs and basic medical supplies. Based on the traction for the first few deployments, we shall expand this model to other States.

Supporting SRISTI (Prof. Anil Gupta's NGO) in distributing covid kits to interior Shodhyatra-villages. Each kit will include an oximeter, thermometer, PPE kit, and medicines.

Few other initiatives where we are collaborating with other NGOs, Govt. institutions, and citizen initiatives are in the pipeline.

FUTURE INITIATIVES

We want to utilize our connections and experience to expand our operations further to benefit the IIMA community, while also reaching out to those in need of support in rural areas.

In this regard, we would like to support a PanIIMA's Break the Chain Vaccination Drive with 'One shot. One donate.' theme. Under this theme, we can facilitate vaccinations for IIM alumni all over the country and request the alumni availing the service, to donate one vaccine shot for those in rural areas.

We can help in collating the efforts of all batches to create a larger pool of resources for procurement, transport, communication, and overall execution of this project.

We would also like to collaborate with the institute on any other projects designed by the Institute and seek help from our alma mater in the above initiatives.

REMEMBERING SRIKANTH MANNEM

Our dear friend, Srikanth Mannem left for his heavenly abode on 21st March 2021 at an early age of 44 due to multiple organ failures. Soft-spoken, calm, and composed, Srikanth was an intelligent and sensitive person, dear to his friends, family, classmates, and the many lives he touched. He is survived by his wife Sangita and daughters Geetika (3 years) and Sanghvi (5 years). Srikanth will be dearly missed by all.

A civil engineering graduate, Srikanth flew with the 15th Squadron (Flying Lancers) and 7th Squadron (Battle Axes), Indian Air Force, and retired from active service in 2011 as a Squadron Leader. Subsequently, in 2013, he graduated with MBA (PGPX) from the Indian Institute of Management, Ahmedabad. In his latest avatar as an entrepreneur, Srikanth started his Organic Agri and Dairy venture in Hyderabad.



LEBEN JOHNSON - ADIEU BUDDY!

By Nalini Bikkina (FDP 2012)

It is with a heavy heart that we inform of the sudden demise of Mr Leben Johnson due to Covid-19. Mr Leben had a global work exposure and worked with UBS in Europe and the United States in leadership positions. He was the Director of the Venture Development Cell at GITAM, Visakhapatnam when he passed away.

“ (FDP 2012), Uma (FDP 2011) and Leben (FDP 2013) started off as like-minded colleagues.

We bonded over projects that we teamed up to work on. Soon our bonding flourished into an awesome friendship and we became the infamous trio...the three musketeers. Our friendship raised eyebrows, generated gossip, created mini-gangs against us but above all kept us sane in a world that did not make much sense. We were there for each other, held each other's hands in times of crises, celebrated in times of happiness and just thrived as a group. We laughed together, on occasions cried together and always had each other's backs even when we moved away from the parent institution in different directions, to take on leadership roles. While we were flooded with work in leading our nascent teams, we always found time to sneak out a little, compare notes, share our frustrations and above all help each other



just hang in there and do what is right irrespective of the consequences.

Our friendship was magic - coffee sessions on campus, Christmas cakes, long hours of gossip over several dinner outings where everything Leben ate was “all zero calories”, the bursts of optimism and positivity that we shared during crests and the troughs, Leben's subtle humor which we enjoyed the most and which only we could comprehend and all the feverish work we put together

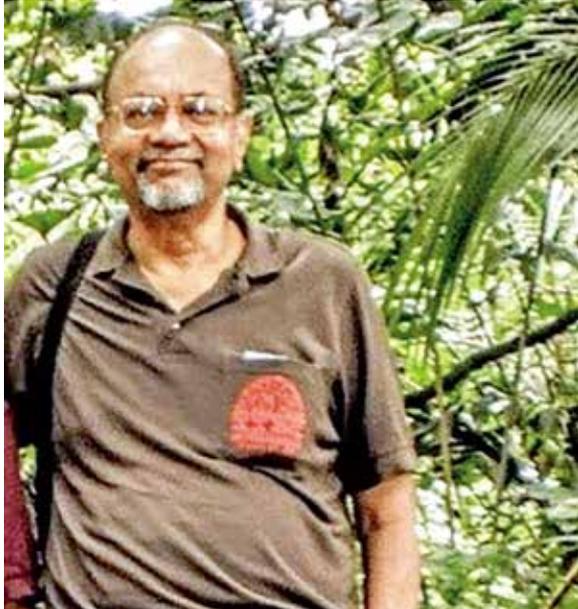
to meet deadlines when we worked as a team. We will dearly miss the warmth that he always brought to all those interactions. You were our star Leben. I am sure you are twinkling over the horizon and looking out not just for us but also for GITAM where you studied, researched, returned to teach and mentor from plush assignments offshore and inspired a generation of students and colleagues.”

WE MISS YOU

THE
WIMWIAN

YOU ARE DEARLY MISSED, VICKY

By P K Kishen Pejathaya



Vellore S Vikram, our dear batchmate from the batch of 69-71, passed away on 26 March 2021, after a brief illness.

He was a financial trustee of Ethiraj College For Women and had started a management school named Meenakshi Sundararajan School of Management. He also was into real estate. He is survived by wife Meena, along with children Arjun and Arvind and Arathi. Vellore Vikram was my senior in school and the engineering college, and also became my batchmate in IIMA. He was unanimously chosen as Class Rep/Head Boy in school and college and then again in IIMA. He went to Boston on a Rotary Foundation Scholarship but returned to Chennai as Meena was pregnant.

All batchmates observed 2 minutes silence on 27 march on the day of the funeral.

Here is a shared memory from USA- "The two minutes remembrance silence brought rushing back some tears and Vicky's memories. He was the first friend to visit me in Los Angeles - I suppose he was on some sort of Rotary scholarship and I was studying at UCLA. We had a lot of fun. He charmed us by deliberately exaggerating South Indian pronunciation of Sepulveda Boulevard which shows up wherever you go in West Los Angeles. It traverses South to North and whenever we crossed it - there goes Vicky. All my friends at UCLA loved him. But Vicky, Hari, and I met up in Chennai.

Hari - the most generous host - took me around and we had some meal at Vicky's club. My regret is that I did not bring him any gift. I traveled light to avoid check in of luggage. But it was so lovely to see him. He was a gentle giant. I bet some of the girls in our UCLA group of friends thought of him as a huggable Teddy Bear."

We dearly miss him as we celebrate his life. He is somewhere smiling and reminding us that he will always be our Class Rep till the last one of us leave this abode to start afresh.

Love you Vicky, All your friends

REMEMBERING HIMANSHU JOSHI

(17/10/1976 - 27/04/2021)

A big broad smile, genuine, down-to-earth, selfless, and fun - that's how the batch of 2004 remembers Himanshu, a.k.a. Makkhan.

His dorm mates remember him as a fighter, but of a different kind. He wasn't one to rush and fret about assignments or projects for the sake of it. He had a deep awareness of the need for balance and mental well-being, which stood out throughout those two years. He was obsessed with the idea of personal growth for himself and everyone around. Always up for a round of mimicry, impromptu performances, and midnight chats - his buttery words could communicate tough messages with just enough stings but not an iota of stink.

"Funny, kind and someone with whom anyone would be comfortable with and who gave so much to everyone around him.." is how Radhika describes Makkhan. Amit (NoBaal) adds, "You could always trust him to offer an ear to your problem and help resolve it with a smile."

There was a fun side to him, and sometimes his smile meant he was up to some mischief. Sirisha remembers working with him on a few projects in the second year, and in every tense moment during the project work, he would pull up a prank and ease the stress off everyone in the team.

Never the one to be perturbed with challenges, Makkhan had lofty dreams to impact the world around him. He was one of the few in the batch who followed his heart and took the untrodden path of working in education and learning and enrolled for a Ph.D. at Teachers' College, Columbia University. If all had gone well, Makkhan for us would have been Dr. Himanshu Joshi to the world on May 24, 2021. Madhur (Baccha) recalls how he inspired many with his choices. The conversations with him were energy inducing and full of positivity. Om Prakash and Abhijeet fondly remember



how, over numerous conversations, Makkhan inspired and guided them on their coaching journeys. Sameer (Titto) reminisces Makkhan's words in their last meeting during the former's visit to New York, "Challenges toh hain but khushi hai ki who kar pa raha hoon jo pasand hai."

A lad of the mountains, Kunal and Raghav fondly remember a trekking and rafting trip over which they bonded post-campus days. He was friendly and stayed in touch with most people in the batch. Brijesh, who had very few interactions with him on campus, remembers spending an evening with Makkhan in London,

where they spoke about everything from families to politics. He received a text later that night from Makkhan saying "Photo lena rah gaya." That was how he connected with everyone.

Nishant (Donzy), Makkhan's next-door neighbor of two years, sums up saying, "Through the ups and downs of last 17 years, he was always there, sharing his joy (I can still hear his booming laughs), thoughtful perspectives on life, and a lifelong passion for learning. One of my favorite memories is a trip together along the US east coast in 2011, when he visited Harvard for training. In between enjoying the long drive and great food (another one of his lifelong passions), sitting on a beach, sharing our life stories, joys, and struggles, will be memories etched forever."

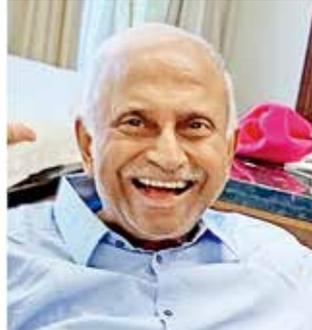
Ritu, Himanshu's wife, says, "He was a devoted son, a loving husband, a doting father and yaaron ka yaar. He loved playing Ludo with Soham, our son. Every time Soham lost at the game, Himanshu would say, "Let's play again.", to make him experience both failures and wins in life and to learn never to give up. His motto in life was to be a finisher."

A great human being, alas gone too soon! Rest in peace, Himanshu - we are sure you are smiling wherever you are and keeping everyone around you happy and at ease.

IN MEMORIAM - V. DILIP KUMAR (PGP 1980)

It is with profound sadness that we learnt of the demise of **V. Dilip Kumar** of our batch. As he wasn't keeping in touch with any of us for a long time, to our shock, we learnt of his recent demise from the obituary columns of The Hindu Newspaper, Chennai.

As one of his close friends in the campus and afterwards, I remember Dilip as a very friendly, down to earth and likeable person. He was a few years older to many of us, as he had graduated from Guindy Engineering College and was a probationary officer in the State Bank of India before joining IIMA. A man who could instantly make friends, became popular with his 'Phartom' act at ATIRA auditorium during the welcome night. He was quick witted with a wry sense of humour. N Sivakumar ('Fraud' Siva, who also sadly passed away a few years ago) and Dilip were a



feisty twosome who would regale us all with their witty remarks on faculty and classmates alike.

A colourful personality but with a strong sense of responsibility, he joined KCP Ltd in Chennai, with whom he continued for a long time. We used to meet frequently as long as he was in Chennai, though with my moving abroad it became far less frequent. He also took up an assignment in Africa in the early nineties after which we lost touch with him completely. There are people one comes across in life who leave a deep and lasting impression and Dilip was one such person. Dilip is survived by his wife Usha, son Prahalad, daughter-in-law Neeti and grand Children Amaya & Vedashri. May his soul rest in peace.

Contributed by S. Gopalan

IN MEMORIAM - ASHWANI KUMAR DUBEY (PGP 1980)

A simple and good natured guy- Ashwani Dubey was a Dairy Technologist from NDRI, Karnal. He was a peoples' person and knew all the active and old gossip of the IIMA campus. He was our official cheerleader at all sporting events.

After college, he started his career with Vulcan Laval, Pune. Ashwani's career took off and he joined Buckau Wolf as Executive Director at a very young age. And went onto various companies like KEC International, Larsen and Toubro, Hindustan Motors, Alsthom, and Lohia Machines all in top positions. His last job was in Pune, initially as MD and later as Chairman of Comau India, a subsidiary of



Fiat- the Italian MNC. Ashwani was a well-known figure in large systems industrial marketing. He retired in 2018.

This doughty Himachali always loved challenges in his corporate career. Unfortunately, the Covid pandemic snatched him away after his valiant struggle at the hospital for 13 days. He left for his heavenly abode on the 6th of May 2021.

Ashwani is survived by his wife Anjali, son Aman, daughter Ankita and brother Bhuvnesh.

Contributed by Chitaranjan Patra and G. Vijayaraghavan

DILEEP GUPTA, PGP 1968: SOME MEMORIES

Dileep was born in a wealthy, aristocratic family of Baroda. His father was a banker, with elder brothers being a Major General (retired) from Army and a (retired) Executive Director of Bank of Maharashtra. With this heritage, little wonder that Dileep was brilliant in studies right from his school days. He was the batch topper in the school at SSC. He obviously had a cake walk in Engineering admission at MS University Baroda, and then into IIM Ahmedabad.



Dilip was not in my division in IIMA, but we connected because he was a student of my close friend Arvind Teredesai in his tuition class in Vadodara. We became friends in the first year itself. At the end of second year, following campus interviews, both of us (also Pinto and Vaidyanathan) were offered a job in SICOM, a Maharashtra Govt. Corporation. All of us joined in April 1968.

He was a smart young man with a pleasant personality and ability to easily move amongst different

Post IIMA days he worked for SICOM, Blue Star, Hindustan Lever, Ashok Birla Group in Nigeria, Malaysia and Singapore, and for a number of other companies. He was, till recently, Director on the Board of Salzer Electronics, Coimbatore. He had the confidence and versatility to switch jobs several times, whenever he thought it appropriate, adding variety and experience to his chequered career, and taking him to the top-most levels of management.

groups. We enjoyed meeting and talking at length over the phone on many subjects of common interest. Unfortunately, we could not meet for the last 2 years due to pandemic conditions. I never imagined that he would exit this world before me, as he was healthy, happy and younger than me. I really miss him. - *Suresh Mehendale, PGP 1968*

Although an athlete in young days as a good kho kho player, he had some health issues in recent years. These precluded his attending our batch reunions after the one in 2008 at Ahmedabad. Dileep had recovered from COVID but finally succumbed to some medical complications during his final hospitalisation in Mumbai in May 2021.

Dilip and I first met in 1965 at the selection camp organized by Indian Air Force for recruiting graduate engineers in their engineering branch. To the best of my memory, this camp was held at Vallabh Vidyanagar where Dilip Gupta and I were the only ones from Gujarat engineering colleges selected for further rounds. Both of us cleared the tough successive rounds that followed and were soon appointed as Pilot Officers required to join IAF after clearing our final exams in April 1966. Somehow it happened that I decided to join IIMA, instead. When I reported at IIMA in June '66, I was surprised to see Dilip there. He too had decided in favor of IIMA!

It was Neeta, his wife, who supported him ably all throughout his career. Their children - son Kedar, and daughters Aditi and Prachi, are well settled. Being childhood friends, he used to always start his conversation with me as "Aabbe Vija". Dileep was very friendly and loving, often going out of the way in helping me.

Over the years we kept meeting and often spoke on the telephone. He was a warm and engaging individual, who had something interesting to say every time we met. The last I met him was at the batch reunion at Ahmedabad. - *Indrapal Singh, PGP 1968*

Will miss you dileep!! - *Vijay Palkar, PGP 1968*

SHAKTI MAIRA, PGP 1968

There was one defining feature of Shakti: change was a constant.

I first met Shakti when we were students at St. Stephens College. The fact that he was bright has been consistent right through. However, added to this were other attributes and interests which evolved in different ways over time.

While in college, Shakti was a good sportsperson. His artistic interest at that stage was participating in college theatre.

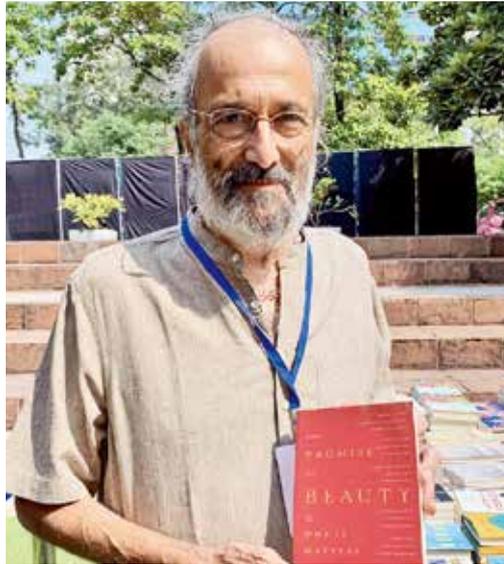
He was very popular. Interestingly, his fans from across the road in Miranda House were in a majority! His charm was most visible on the dance floor at social events.

His strong support and close partner in those days was his brother Ajit, then amongst the first to embrace IT and excel in it. His elder brother Arun was a sobering influence and is today one of India's most respected cerebral thinkers.

From our Institute days, there is one memory which stands out. Professor S.K. Bhattacharya was so impressed with him while participating in "Management Systems and Control" that he spent much time to persuade Shakti to do his Articles at Coopers in London and become a Chartered Accountant. Despite much temptation, Shakti did not finally opt for it. He, like five others from our batch, ultimately joined Citibank.

Though considered a blue eyed boy at Citibank, his inclination for change and the arts came into play and he thought a better alternative would be in advertising. He joined Lintas in a then unique role of management control in a creative profession. I recall Mr. H. P. Nanda, then Chairman of both Escorts and Lintas, being most impressed and greatly supportive of his effort to bring discipline while supporting creativity.

Soon, his desire for change re-surfaced, and he re-



located to the U.S. Meanwhile, he got married to a lovely girl, Guli. This also led to his evolution in the spiritual space. Guli's mother was a Buddhist monk. Shakti embraced that philosophy and followed the path.

Pursuing his artistic inclination, he again changed course and took on painting professionally.

He came to India with his first exhibition at the Triveni in New Delhi, which was much appreciated. His interest in art

also diversified over time from water colours to oil to then most innovatively painting on stone and marble. These creations of his continue to remain unique.

Later, he got interested in sculpture, which he developed and exhibited to the end. One striking feature was the influence of his spiritual evolution on his art.

Shakti had a setback when he lost his young son. He still continues to have a lovely daughter. The turmoil also ended in his leaving the U.S. and Guli.

Not many will remember that he also learnt and played the flute beautifully.

He returned to India to follow his pursuit of spirituality and art. He also published two books. He found happiness again in Swati, whom he married; she was to be a very mature and loving influence.

In his later days, he was not in good health and after a brave fight, succumbed in May. I lost one of the best friends I have had.

Shakti, we will miss you. Thank you for all the good memories and times we had together.

Contributed by Sanjiwan Sahni, PGP 1968

WE MISS YOU

THE
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IN MEMORIAM - DR BHARAT B KANTHARIA (PGP 1980)



The news of Bharat bhai's passing away, in quick succession with his wife Savita, came as a big shock to all of us in our batch.

A man of few words and silent depth, Bharat would delight in his papers getting recognition in academic circles. Bharat had a flair for and a deep interest in Academics. Starting with writing case studies and research papers at IIMA in 2012, in the area of Faculty Development. He got his Doctorate in the area of Business Administration and Management, General from CEPT University in 2019.

Some of his papers included "Impact of ERP Tools & Techniques in Management Education" and "Servant Leadership: An Imperative Leadership Style for Leader Managers". Many of us in the batch remember the joy he shared when his articles received positive reviews and mentions.

He served as a Faculty Member at the ICFAI Business School (IBS) for around 5 years. His role was Associate Dean, Examination Coordinator & Faculty

Member - IT & Operations Area. Bharat was seen as a valuable member of the IT & Operations group. He handled projects such as ERP and SCM. Other than that the most important responsibility handled by him was the exams department. The systems laid down by him resulted in a perfect exam system. He was always cheerful and a nice team player.

His short corporate stints included the role of Vice President at Indimedi Solutions Pvt. Ltd.

For those who worked with Bharat, the many qualities that stood out were: Meticulousness and detail orientation, a focus on systems, a very good teacher and leader, versatility, innovation, bringing excellence into operations and engineering processes.

As an academician, Prof. Bharat Kantharia was seen as a meticulous and conscientious colleague who went out of his way to help people.

He was admired for his dedication to the tasks at hand and processes. His honesty and friendly and approachable nature made working with him a pleasure. Students respected him.

Bharat's strength came from great faith in the Almighty.

He had stuck this label on his LinkedIn profile:

કશેક અટકુ છું તો ઈશારો આપે છે કોઈ.
કશેક ભટકું છું તો સાથ આપે છે કોઈ.

*If I get stuck somewhere, Someone guides me
If I wander somewhere, Someone accompanies me.*

May your soul rest in Peace Bahart bhai, and the Almighty keep guiding you wherever you are in the Universe.

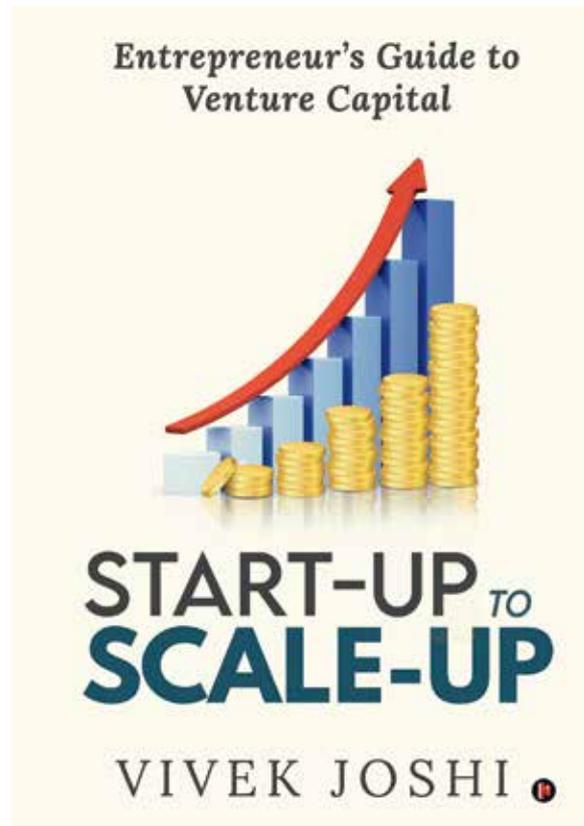
Contributed by Mr Himal Parikh

START-UP TO SCALE-UP: ENTREPRENEUR'S GUIDE TO VENTURE CAPITAL

Authored by Vivek Joshi (GPX 2007). He has more than 30 years of international management experience in several functions and industries. He is closely associated with the Start-up and Growth stage ecosystem, and advises businesses and entrepreneurs on growth & turnaround and sourcing funds. He has delivered the workshop 'Start-up to Scale-up' for the benefit of Entrepreneurs at several locations in the country, followed by an Entrepreneur Clinic for discussions on various aspects of their scale-up plans. He has also been an invited speaker on several topics and workshops, including 'Advanced Perspectives on Strategy', 'The Next Decade & its Impact on Business', 'Overview of PE & VC', and 'Challenges of the 21st Century'.

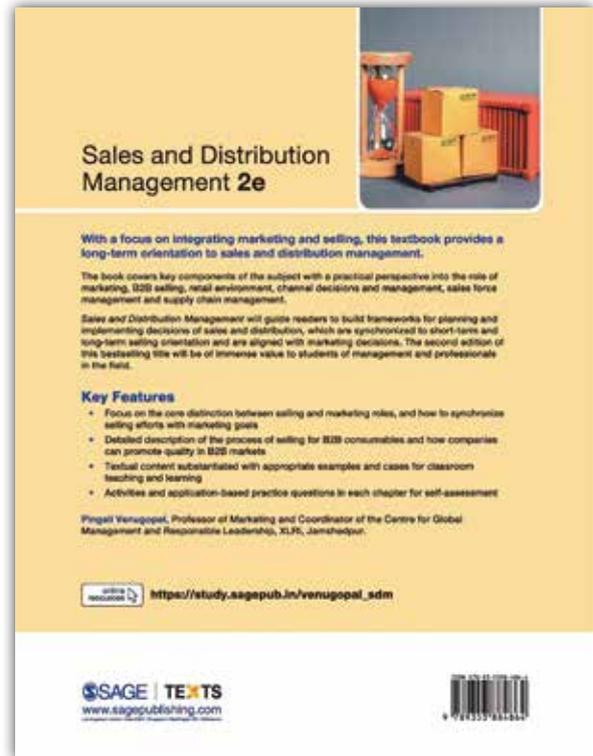
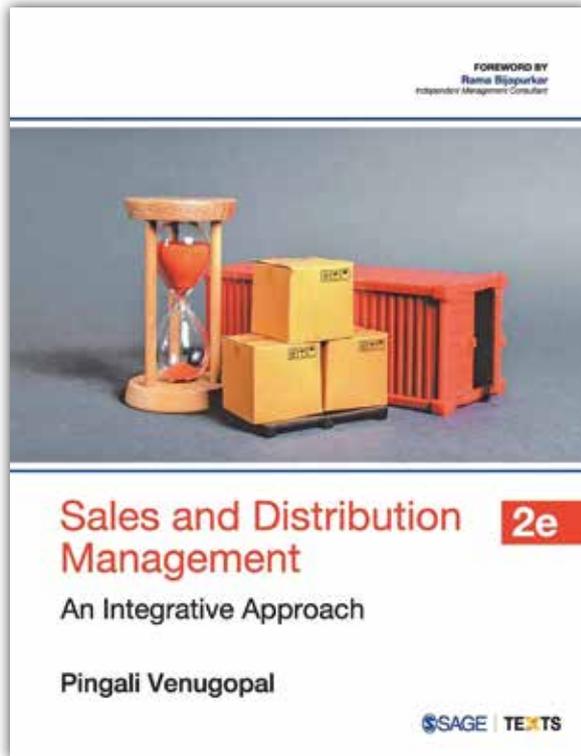


Synopsis The vast majority of businesses do not scale-up to their potential, despite the keen desire of the Entrepreneur to do so. Lack of Finance is one of the primary reasons for this. Providers of capital often do not find sufficient prospects which are ready to receive funding due to inadequate preparation and presentation by Entrepreneurs. The understanding of Venture Capital (VC) and how to go about receiving it is often incomplete, and sources of information are limited. The publications of 'Start-Up to Scale-Up' are intended to partially bridge these gaps. This book provides information to the Entrepreneur on VC, practical tips on how to prepare to receive VC funding, review of the investment process, and an understanding of what the Venture Capitalist looks for



when evaluating an investment. Keeping in mind the needs and constraints of the Entrepreneur the book is designed to be easy to read & understand. It seeks to equip the Entrepreneur with suggestions and formats for interaction with VC. Jargon has been minimized, accompanied with a free-flowing style of writing. The individual chapters (and overall publication) are short. The learnings should be at the back of the minds of Entrepreneurs when they interact with VC in future.

SALES AND DISTRIBUTION MANAGEMENT: AN INTEGRATIVE APPROACH



Authored by Dr Pingali Venugopal (PGDM, FPM). He has teaching, industry, consulting and research experience in the Marketing function in the Indian context for over 35 years. Currently, coordinator of the Center for Global Management and Responsible Leadership at XLRI, he has been a Marketing faculty at XLRI, Jamshedpur since 1994 and was the Dean of the institute from 2004 to 2010. He has also been a visiting faculty to leading institutes in India including the Indian Institutes of Management in Ahmedabad, Lucknow, Kolkata, Ranchi, Kashipur and Indore and international institutes including American University of Armenia and Educatis University Switzerland. He has taught courses like Marketing Management, Sales and Distribution Management and Marketing Research at these institutes. He has authored seven books covering areas



of Marketing and Indian Economy. His books; Sales and Distribution Management: An Indian Perspective and Marketing Management: A Decision Making Approach; have been adopted as texts in several business schools including the Indian Institutes of Management.

Synopsis With a focus on integrating marketing and selling, this textbook provides a long-term orientation to sales and distribution management.

The book covers key components of the subject with a practical perspective into the role of marketing, B2B selling, retail environment, channel decisions and management, sales force management and supply chain management.

Sales and Distribution Management will guide readers to build frameworks for planning and implementing decisions of sales and distribution, which are synchronized to short-term and long-term

selling orientation and are aligned with marketing decisions. The second edition of this bestselling title will be of immense value to students of management and professionals in the field.

Key Features:

- Focus on the core distinction between selling and marketing roles, and how to synchronize selling efforts with marketing goals

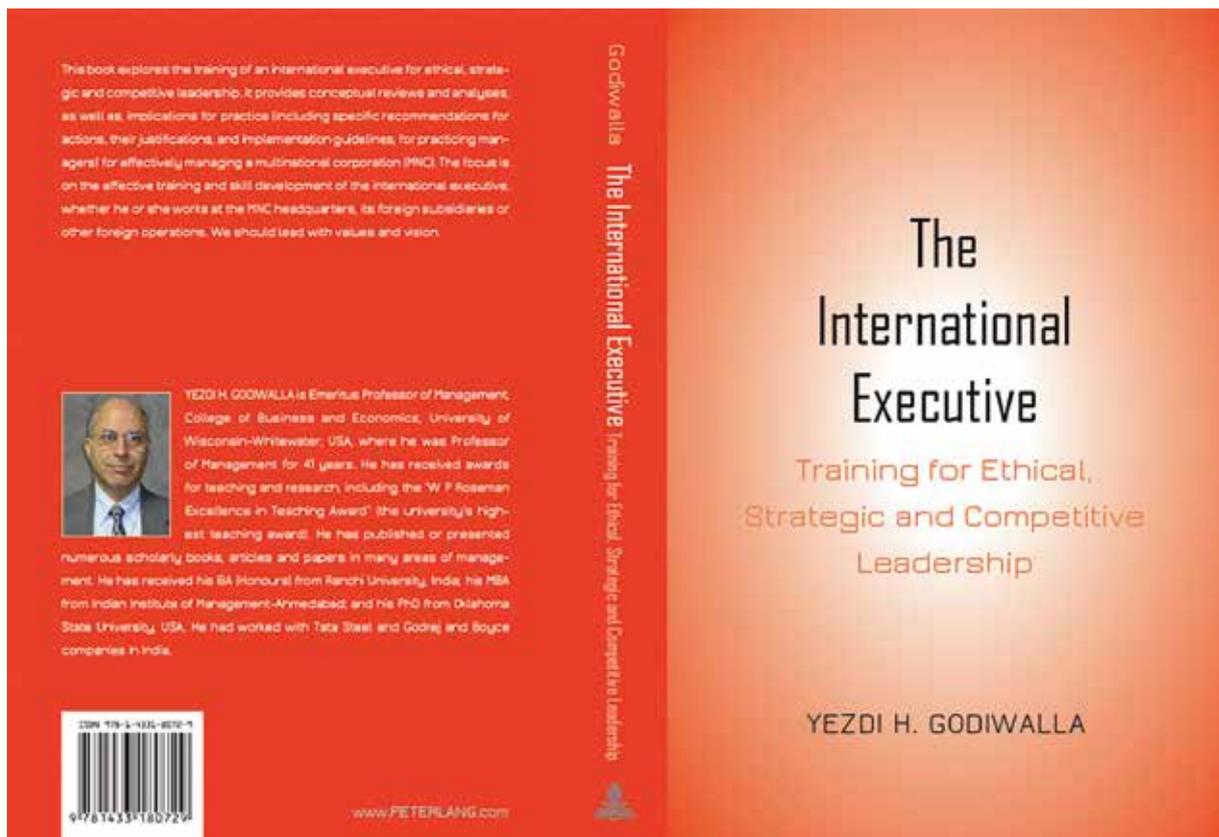
- Detailed description of the process of selling for B2B consumables and how companies can promote quality in B2B markets

- Textual content substantiated with appropriate examples and cases for classroom teaching and learning

- Activities and application-based practice questions in each chapter for self-assessment

THE INTERNATIONAL EXECUTIVE: Training for Ethical, Strategic and Competitive Leadership

Authored by Dr. Yezdi H. Godiwalla (PGP 1968). He is Emeritus Professor of Management, College of Business and Economics, University of Wisconsin-Whitewater, USA, where he was a professor for 41 years.



Synopsis This book explores the training of an international executive for ethical, strategic and competitive leadership. It provides conceptual

review and analyses, as well as, implications for practice (including specific recommendations for actions, their justifications, and implementation

guidelines, for practicing managers) for effectively managing a multinational corporation (MNC). The focus is on the effective training and skill development of the international executive, whether he or she works at the MNC headquarters, its foreign subsidiaries or other foreign operations. We should lead with values and vision.

Introduction It introduces the design of the book and explains to the reader the importance of effective training of the international executive.

Global Strategic Management Issues for the International Executive Concepts of global strategic management of an MNC, with a focus on how the international executive would play a vital leadership role in improving making the MNC performance in ethical, strategic and competitive ways. The international executive is seen here as performing an important role for the whole MNC organization. He is seen to perform the role as an interface between the MNC's HQ and its foreign subsidiaries and operations and with other international organizations and entities regarding the strategic and operating decision-making and tactical problem solving and strategy implementation.

The Wider Role of the International Executive The role of the international executive is much more than the sum of all the roles of domestic executives. It is all round in its responsibilities and scope. The wider role of the international executive is challenging and overwhelming. His wider ken has to forever be not only improved but also increased to cope with the diverse array of issues.

Training Strategies for the International Executive The executive with a primarily domestic focus would have to be significantly expanded in his perspectives. He has to be trained to transcend his current, domestic scope and mindset. Pre-departure training would significantly improve his success and intensify his personal feeling of achievement-orientation. He has to be trained as to what he would expect to be international in his foreign assignments. He has to be inculcated about the international skills in general and also the particular country's unique culture and its operating conditions.

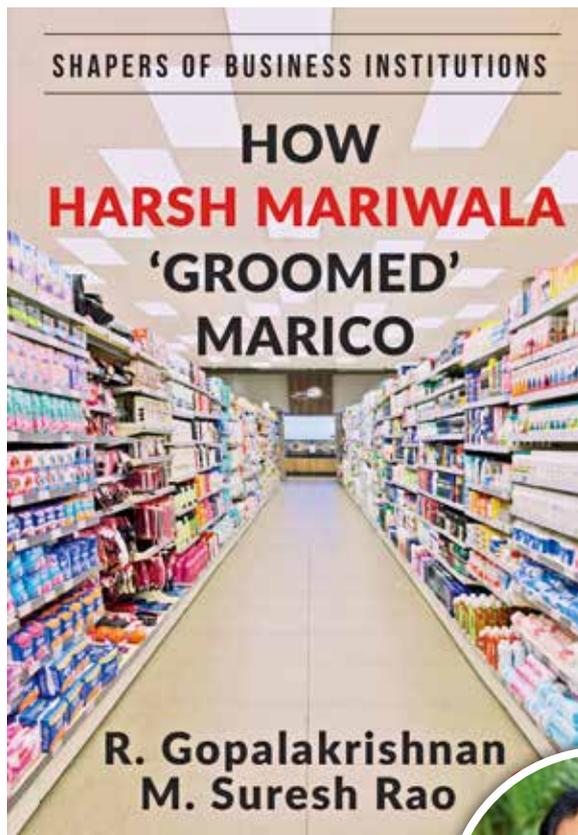


Training the International Executive for Global Ethics and Social Responsibility Given that an MNC is very conspicuous in the public eye, the instant social media broadcast capability, and the heightened awareness and expectations among the general public and the consumers alike, make it imperative for the MNC to have higher business ethics and social responsibility. The international executive has the added and the prime responsibility for improved leadership in this context.

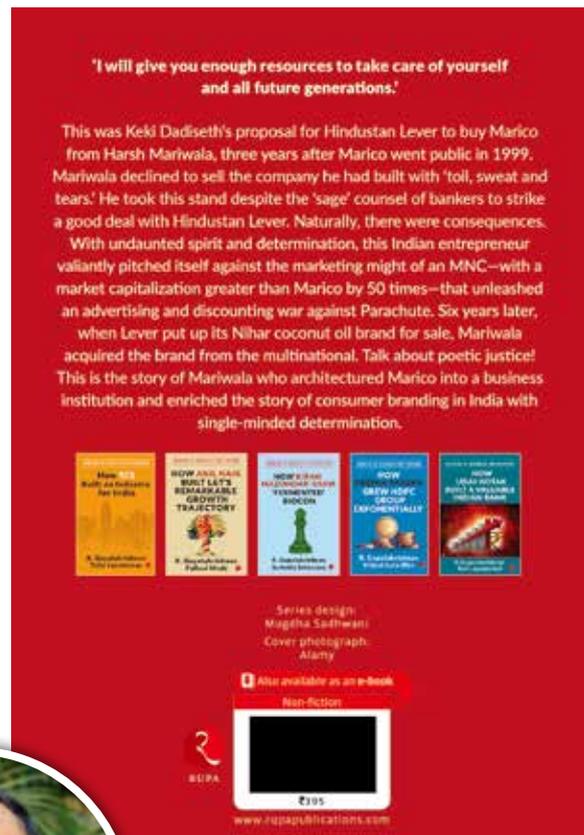
Conclusion The concluding section provides the major responsibilities for the international executive and how he may cope with them. The ongoing learning, networking/interacting, being mentored (and his mentoring too), and skill development for his newer, different cultures and different countries would become his obsessions as he braces himself every day for the new and the different. The challenges of current and newer competition would induce him to continuously innovate and use better technologies, to build better teams, to instill into him better emotional intelligence, and to be a better leader/trainer of his people.

HOW HARSH MARIWALA 'GROOMED' MARICO

Co-authored by Mr Suresh Rao (PGP 1969) He was Chairperson, Centre for Entrepreneurship at SPJIMR, following a career in corporate entrepreneurship. He completed a stint as CEO of a start-up telecom company before he took to academics. Professor Rao has participated in global programmes conducted by Harvard Business School and Babson for Entrepreneurship faculty and is among the pioneering faculty for Entrepreneurship in B-Schools in India.



Synopsis The book is an eye-opening account of Harsh Mariwala's vision, management style and actions taken to shape the organization. Just out of college, he joined Bombay Oil Industries Ltd (BOIL) as the fourth generation scion in his family's traditional spice trading and consumer oil manufacturing business. He learned the key drivers of growing a profitable consumer product business on the field in the inhospitable hinterlands of Maharashtra and Gujarat - the first Mariwala to do so. Alongside, through reading and taking the initiative to learn from mentors, national



and global, he soaked up the essentials of building sustainable brands and creating a multi-channel network in sync with the times. He demonstrated vision and leadership in transforming the quality conscious, traditionally run, family commodity business to a professionally managed, branded consumer goods giant – Marico - in the face of well managed international competition in the Indian market. Marico is today an emerging market multi-national with a noticeable presence in the domain of branded health and beauty products, making a difference to peoples' lives in 25 countries.

BUSINESS RESPONSIBILITY AND SUSTAINABILITY REPORTING - A RIGHT STEP IN RIGHT DIRECTION

Contributed by Mr Manish Srivastava (SMP 2018-19)

THE BACKGROUND We are facing unprecedented time, as we are navigating through a global pandemic COVID-19. As nations work to deal with it, the roles of Government, businesses, and civil society organisations are being rewritten in a manner that was not envisaged before. The Government has requested employers to take a more compassionate view of the unfolding challenges of the lockdown and second wave, financially, for their employees.

Many corporations have responded to the call for support to fight the crisis with their human, financial, and material resources. Against the backdrop of this crisis, the Business Responsibility and Sustainability Report assumes an even greater significance.

Traditionally, the primary duty of a director has been to work towards the interest of a company's shareholders. Since the economist, Milton Friedman, famously declared that "*the social responsibility of business is to increase its profits*", shareholder primacy has been the cornerstone of business operations.

However, in light of ever-increasing global challenges relating to climate change, environmental risks, growing inequality, etc., business leaders have been compelled, and have also found it to be in their interest, to reimagine the role of businesses in the society and not view them merely as economic units for generating wealth.

Perhaps, this is what led the Business Roundtable (BRT), an influential association of CEOs of the United States of America's biggest companies, to issue a statement in 2019 that redefines the purpose of a corporation. The 181 signatories to the statement reaffirmed the commitment of their businesses to all stakeholders.

The BRT is not alone. The World Economic Forum also released the '*Davos Manifesto: The Universal Purpose of a Company in the Fourth Industrial Revolution*' in 2020, at its annual meeting. Amongst other things, the statement

asserted a move towards stakeholder capitalism and emphasised that the performance of a company must be measured not only on the return to shareholders, but also on how it achieves its environmental, social, and good governance objectives.

Therefore, it is evident that even globally there is a growing recognition and emphasis on the stakeholder model of governance.

In this context, non-financial, sustainability reporting provides an opportunity for businesses to communicate openly and transparently with stakeholders.



IN INDIA On 25th March '21, the Securities Exchange Board of India (SEBI), in its press release communicated its decision to introduce new requirements for sustainability reporting by listed entities. This new report shall be called the Business Responsibility and Sustainability Report (BRSR). *The BRSR shall be applicable to the top 1000 listed entities (by market capitalization), for reporting on a voluntary basis for FY 2021-22 and on a mandatory basis from FY 2022-23.*

The applicability of BRSR:

1. For listed Companies, reporting may be done by the top 1000 listed companies (by market capitalization) as applicable presently or as prescribed by SEBI
2. Integration of BRSR with MCA 21 portal
3. A Guidance Note on BRSR to be prepared to enable companies to disclose their actions in a more meaningful manner. It is also envisioned that the information captured through BRSR filings be used to develop a Business Responsibility-Sustainability Index for companies.
4. Finally, BRSR reporting Format would serve as a single source for all non-financial disclosures.

STRUCTURE OF BRSR FRAMEWORK The BRSR has three sections with their purpose and structure as

follows:

Section A: General Disclosures The objective of this section is to obtain basic information about the company – size, location, products, number of employees, CSR activities, etc. The proposed formats include additional disclosures on the proximity of a company's operations to environmentally sensitive sites such as protected areas, water-stressed zones, etc.

Section B: Management and Process In this section, the company is required to disclose information on policies and processes relating to the NGRBC Principles concerning leadership, governance, and stakeholder engagement. The purpose of this section is to understand whether the company has the building blocks in place that will enable and ensure responsible business conduct. It reflects the belief that policies and processes are foundational in nature to ensuing action.

Section C: Principle-wise performance Responses in this section will indicate how a company is performing in respect of each Principle and Core Element of the NGRBCs. This section requires companies to demonstrate their intent and commitment to responsible business conduct through actions and outcomes. The Principles are:

1. Businesses should conduct and govern themselves with integrity in a manner that is Ethical, Transparent and Accountable.
2. Businesses should provide goods and services in a manner that is sustainable and safe.
3. Businesses should respect and promote the well-being of all employees, including those in their value chains.
4. Businesses should respect the interests of and be responsive to all their stakeholders.
5. Businesses should respect and promote human rights.
6. Businesses should respect and make efforts to protect and restore the environment.
7. Businesses, when engaging in influencing public and regulatory policy, should do so in a manner that is responsible and transparent.
8. Businesses should promote inclusive growth and equitable development.
9. Businesses should engage with and provide value to their consumers in a responsible manner.

This is a welcome step and is in line with recent amendments in CSR Rules. This will increase transparency and ensure effectiveness in the execution of activities impacting the society.

This will, however, impact the C-Suite and organizations as follows:

Extra responsibility for CFO As the BRSR lays considerable emphasis on quantifiable metrics, which allows easy measurement and comparability across companies, sectors and time periods. Thus, CFO will now be required to pay extra care towards the implementation of CSR activities. In addition, he also has to ensure that a proper system exists for capturing the relevant data, as well as interpretation and reporting of the same.

Duty of Independent Director increased BRSR significantly enhances the disclosures on climate and social (employees, consumers and communities) related issues of the entity. It has now been made more granular. In light of this, the role of independent directors has now become more evident. By virtue of their presence in CSR Committee, Audit Committee, Remuneration Committee, Appointment Committee etc., they will be in a better position to make informed decisions impacting the ESG dimensions of a business.

Sustainability Reporting Standards One of the significant features of BRSR is that it provides interoperability of reporting i.e. the entities which prepare sustainability reports based on internationally accepted reporting frameworks (such as GRI, SASB, TCFD, Integrated Reporting) can cross-reference the disclosures sought under the BRSR to the disclosures made under such frameworks. Recently, IFRS has also started consultations in the creation of Sustainability Reporting and will come out of its own set of standards soon.

Value creation and Impact assessment CSR rules mandate that the companies with average CSR obligation of INR 10 Crore or more in the three immediately preceding financial years shall undertake impact assessment through an independent agency for projects of Rs. 1 crore or more which have been completed not less than 1 year before undertaking the impact study. This shall be presented before the board and shall be annexed to the annual report on CSR.

Measurement of Value is the most acceptable methodology to measure the impact of the work. It encompasses the material aspect as well as ensures the participation of all stakeholders. It is quantifiable and reportable. Social Return on Investment (SROI) is globally accepted.

THE WAY FORWARD The BRSR proposed are generic in nature and cut across all business sectors.

The growing salience of non-financial disclosures along with the annual financial disclosures ensures that businesses explicitly recognize their environmental and social responsibilities. It provides a standard and

consistent framework to capture their performance on globally recognised and locally relevant indicators.

Value chain, labour welfare, and women’s participation in economic activity – recognised as the three key pillars for inclusive development – are within the influence of companies and have been explicitly emphasised in the proposed BRSR formats.

Sustainable production, with a focus on raw material procurement, waste disposal, and recycling are recognised challenges and have been incorporated into the BRSR.

The recognition of the transformative role of businesses in driving responsible conduct is recognized and also emphasized.

These frameworks may also function as a singular source of information for companies reporting in India, such that they serve as primary documents for the assessment of businesses.

It is hoped that as non-financial/sustainability disclosures grow in eminence, this information would

be used by banks, credit rating agencies, and other financial institutions, along with financial information to assess the credibility of a company/business.

It is also important that steps be taken to ensure that businesses be hand-held through capacity building and training to adopt these formats for making disclosures

The new reporting requirements are thus expected to bring in greater transparency through disclosures of ESG-related information to enable market participants to identify and assess sustainability-related risks and opportunities.

These requirements set the stage for taking a leap for better disclosures in the ESG space in India.

References:

1. *Reports and Notifications issued by Ministry of Corporate Affairs, Government of India*
2. *Harvard Business Review*
3. *UN Sustainable Development Goals*
4. *GRI Framework*

JUKEBOX JOURNAL - LATEST PLAYLIST BY DECIBEL

You can find the repertoire of songs the Club has recommended so far on their official YouTube channel.



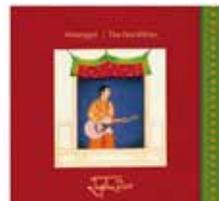
Hello Morning by Jaime Woods
This song is about saying hello to a new day, one that comes after a long, dark night, and fills you with hope and warmth.



Break Free by When Chai Met Toast
From their new album When We Feel Young, this song is about the relationship between a daughter and her father as they make their way through daily life.



Lazarus by Porcupine Tree
This song is about a mother talking to her son from "Beyond the Grave," a song that reminds you of looking at the valley on a trip to the mountains.



Ambar by Raghu Dixit
Gaining recognition as frontman for the famous folk band, 'Raghu Dixit Project', the self-taught artist and previous microbiologist, is not your typical Indian musician. The work of Dixit is far-fetched from the traditional Bollywood scene. Instead, his folk fusion of hearty vocals, drums, and guitar, make for the perfect listen.



Kalyani - Strings Attached by Jayanthi Kumaresh and Kumaresh
One of the most popular Carnatic Ragas, this composition highlights the beauty of the Raga through a duet of Violin and Veena.

INTERNALIZE, INNOVATE AND INSPIRE: A PARADIGM FOR FUTUREPROOFING ORGANIZATIONS POST PANDEMIC

As the businesses and organizations world over brace towards COVID-Exit, important lessons in resilience building emerge.

Chhavi Moodgal (PGP 2004), CEO - IIMA Endowment Fund

Over the past year and a half, organizations that embraced innovation and adapted their approach to reinvent themselves survived and even thrived. On the other hand, many others faced the full brunt of the crisis. What worked and what didn't in these unprecedented times? A closer look hints at a paradigm that's based on three "In"s: **Internalizing** the nature and specific implications of the emerging crisis, **Innovating** to rewire processes, systems and business models to make them future-proof and **Inspiring** all stakeholders to make similar decisions.

Internalizing is about quickly becoming aware of how the crisis affects a specific organization. Clearly, businesses are affected adversely as well as positively and to various extents. Also, for some the effect has been limited to the sales side while others have suffered on throughput. Depending on the operating leverage, the implications for profitability and solvency have also varied.

Innovating is about rewiring the organization in light of the crisis. This can be simple optimization of existing processes or a thorough overhaul of an entire business model. Through this whole spectrum, bold decisions that experiment with multiple approaches coupled with quick feedback loop can drive a successful innovation plan. The work of innovating is not limited to specific businesses. Even governments, central banks and not-for-profit sectors are waking up to the unprecedented challenges posed by the Covid crisis and various bold new ideas to deal with it. We are seeing innovation

not just in tech, but in everything from online customer service to remote working, from supply-chain reinvention to central bank digital currencies.

Inspiring is about disseminating the working solutions. As a large number of innovations are tried across the world, a few would start to show results. Inspiring other stakeholders and the wider community in the specific domain of the organization is the duty of the implementor of every successful innovation.



It takes a confluence of resources, skills and networks to employ the framework described above. IIM Ahmedabad is in a unique position to bring these together. With as many as 33,000 leaders across different walks of life and collective experience of six decades in management education space, IIMA can be the flag-bearer of the need for profound changes in the way we manage our

organizations in business and economy.

IIMA is creating new ways of engagement with their alumni and industry through initiatives like the Endowment Fund. Through the Endowment Fund and its associated initiatives, IIMA can have long term financial autonomy and also support additional research in the emerging businesses, institutions, and ideas. The solid foundations of the Institute coupled with continued excellence in research and adequate resources to support them will go a long way in building resilience in times of crisis!

Indian Institute of Management, Ahmedabad

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Donors sending cheques from within India and making remittances to the FCRA Account are additionally requested to include these details in the **covering letter** to be sent to: Dean (Alumni & External Relations), Kind Attention: Jagruti Sindhav, Assistant Manager – Dean AER & Development Office, B-3, New Faculty Block, Indian Institute of Management, Vastrapur, Ahmedabad - 380 015.

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