



Centre for HRD hosts international conference on assessment centre & talent management **P12**



The annual Ensemble Valhalla fest lives up to the theme Melange of Ideas **P17**



OUT-OF-CLASS ASSIGNMENTS



Living the Magis

Dear Readers,

It is a pleasure to share the February 2018 issue of Magis. In December 17' we hosted the Alumni Homecoming wherein we felicitated nine alumni who have distinguished themselves in various professional roles across sectors in India and abroad. It is truly heartening to note that XLRI has over 14,000 alumni serving reputed organisations across six continents.

Encouraging Whole-Person Growth

At XLRI we strive towards **integral formation** whereby students are encouraged to nurture their intellectual, emotional, spiritual and social persona to evolve as well-rounded human beings furthering greater common good. Student societies are encouraged to foster **whole-person** growth. Annual events like **Ensemble-Valhalla**, **Gnosis**, **Synergy**, are classic examples of stupendous efforts put in by student societies beyond their curriculum framework.

Promoting Solidarity

The students and staff in XLRI are always encouraged to contribute their mite for the underserved sections of our society. This issue of Magis features **SIGMA** and **Samarthya's** initiatives in this direction.

Fostering Thought Leadership

XLRI hosts numerous conferences, seminars and orations on a regular basis to foster thought leadership among internal and external stakeholders. This issue features the **International Conference on Assessment Centres** organised by the Centre for HRD. We are also covering **Dr. J J Irani's** eloquent address for the **26th JRD Tata Oration** as a part of our significant annual orations organised to foster and advance thought leadership.

Shaping Responsible Leaders

We hope that the articles covered in this issue give you a glimpse of our modest, yet consistent efforts to help shape responsible business leaders of tomorrow.

A handwritten signature in black ink, which appears to read 'Fr E Abraham, SJ'.

Fr E Abraham, SJ
DIRECTOR



DR JJ IRANI DURING JRD TATA ETHICS ORATION **P12**



SPOTLIGHT

ALUMNI HOMECOMING:
XL ALUMNI FLY BACK TO
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XL: TOUCHPOINT

PLACEMENT SUCCESS:
XLRI RECORDED FULL SIP PLACEMENT
OF FIRST-YEAR STUDENTS **P 8**



KNOWLEDGE WORKS

MANIPUR CONFERENCE:
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HOSTS MANIPUR CONFERENCE **P 15**

MAGIS

[pronounced "màh-gis"]

Magis is a Latin term for more that was adopted by St Ignatius of Loyola (Founder of the Society of Jesus—Jesuits) and suggests the spirit of generous excellence to encompass one's chosen vocation. Living the Magis calls us to examine how our choices affect others and guides us to make decisions that benefit the greater good. At XLRI, Magis is at the core of everything we do for the last 69 years since inception and the spirit of Magis continually inspires us to search for ways to create a better world for all.



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AND IDEAS ON WHAT
YOU WOULD LIKE TO SEE
IN FUTURE ISSUES.
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Distinguished **ALUMNI AWARDS**



XLRI FELICITATED nine of its eminent alumni at the Distinguished Alumni Awards ceremony on 2 and 3 December, 2017. The award, which came into existence in 2009, recognises the effort and hardwork of alumni in their respective sectors. The award ceremony is organised every year during Alumni Homecoming. This year around 250 XL Alumni participated in the Homecoming held at XLRI, Jamshedpur.

Fr E Abraham SJ, Director, XLRI, CV Sastry, President, XLRI Alumni Association, Jamshedpur Chapter and Prof. Pranabesh Ray, Chairperson, Alumni Association, XLRI graced the occasion with their presence.

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Fr E Abraham SJ, Director, XLRI said on the occasion, “I want to express our earnest pride when we read about the achievements of Xlers across academia, industry and allied service fields, both nationally and abroad. They have made us proud as alumni of XLRI and torchbearers of the spirit of ‘Magis’. They serve as notable ambassadors of XLRI in both work and public spheres.”



Rana Sinha, National President, XLRI Alumni Association commented about the Homecoming, “Coming back home is a great joy, but seeing the changes and the growth of the campus gives greater joy to the alumni returning after a long gap. The occasion helps us reconnect with old friends and old haunts and savour the new campus, which continues to retain the old culture and spirit.”



“XLRI can claim to have the most active networking of alumni amongst Indian business schools. Every year the alumni chapters have their get-togethers in cities across India and abroad. In October 2014, alumni meets were held in various cities in USA, Dubai and Toronto. In 2014 we had created the XLRI Endowment Fund (XEF) and today XEF, USA, is a registered non-profit association,” said **Dr. Pranabesh Ray, Chairperson, XLRI Alumni Association.**



Events organised during the two-day Alumni Homecoming

**Distinguished
Alumni Award
(Practicing
Manager)**

Madhavi Lall, MD & HR, Deutsche Bank (PMIR- 1991)

David Rasquinha, Managing Director, Exim Bank, India (BM- 1984)

Sandip Sen, Global CEO & Executive Director, Aegis (BM- 1989)

**Distinguished
Alumni Award
(Academician)**

Arup Varma, Professor of HRIR, Quinlan School of Business, Loyola University, Chicago (PMIR- 1984)

Jayanth Narayanan, Professor of OB & Leadership, IMD, Switzerland (PMIR- 2000)

Award Highlights

This year nine distinguished alumni of the institute received the Distinguished Alumni Awards in five categories.

**Distinguished
Alumni Award
(Entrepreneur)**

Arjun Chatterjee, Founder & CEO, Runtime Solutions (PMIR- 2004)

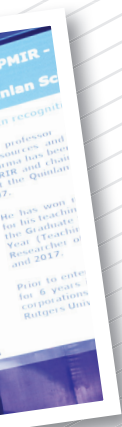
**Distinguished
Alumni Award
(Allied Fields)**

Radhika Sood Nayak, Vocalist- Indian Music (PMIR- 1994)

Vijay Kowshik, Independent Artist (BM- 1975)

**Distinguished
Alumni Award
(Young Achiever)**

Deepak Garg, CEO & Director, Sany Heavy Industry (GMP- 2005)





Successful SIP Recorded

X **LRI RECORDED** 100 percent Summer Internship Placement for its 2017-19 batch. A total of 364 students were placed within two days.

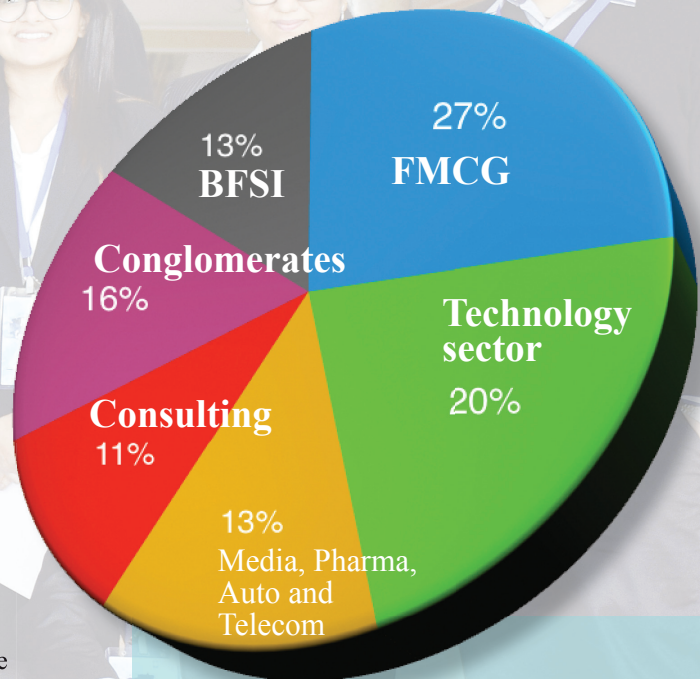
The SIP process saw participation of over 90 companies offering roles across domains including consulting, finance, sales and marketing, operations, business development (BM), human resources (HR) and industrial relations (IR). The highest stipend offered for two months was Rs 5 Lakhs. This year the median and average stipend also increased by over 20 percent.

This year multiple new companies were added to the recruiters' list, not to mention the traditional recruiters who hired a large number of students as well. The top recruiters this year include BCG, PWC, Coca-Cola and HCCB, Mondelez, HUL, ITC, P&G, TAS, RB, RPG, Microsoft, Uber, GSK CH, and ABG among others.

There was also a significant increase in Operations roles with firms like Reckitt Benckiser and Colgate-Palmolive opening their Operations roles for students. The sales and marketing roles topped the charts with 25 percent share in recruitments, followed by finance with 20 percent. The performance in finance sector this year has been exceptionally good with many regular recruiters opening up multiple roles. Many offers were made by Kotak Wealth Management, Mondelez Corp Fin, Avendus capital, Goldman Sachs, JPMC Markets. With 17 percent Operations and 17 percent General Management, and 11 percent consulting roles, the diversity was clearly evident.

XLRI also continued its Parivartan Internship Program, founded on the principles of Magis- Greater Good, to advance student inclination towards development sector. Parivartan, the social sector internship program of XLRI was instituted in 2014, with the objective to provide relevant avenues for students interested to work on social projects. Multiple students were recruited by firms such as Bill & Melinda Gates Foundation, Tata Trust, Dr. Reddy's Foundation, and E-Vidyaloka through Parivartan.

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SECTOR-WISE SPLIT

FMCG stayed at the top with 27 percent share. The participation of technology firms like Uber saw an increase, with 20 percent roles in Business Management being offered in technology sector. Other sectors in the process were, BFSI (13 percent), Consulting (11 percent), Conglomerates (16 percent), and a 13 percent share split between Media, Pharma, Auto and Telecom.

Staff Update



OUTGOING

We thank all our former employees, who have helped XLRI evolve as a centre of excellence in ways big or small, from silent corners or from the frisky front desk. With a warm heart we say thank you for your diligent and untiring service towards making of XLRI into a successful abode of learning

RAVI KUMAR DEY retired from XLRI in September, 2017, after rendering 33 years of yeoman service to the institute.



SHIVBATHI SAHU retired from XLRI in August, 2017, after rendering 42 years of yeoman service to the institute.



R PREETI left XLRI in July, 2017, after serving the institute for four years.

INCOMING

As some of our employees leave for new shores, the new ones bring vibrancy and energy to the institute. XLRI bears a longstanding tradition of incorporating fresh perspectives and conquering the entrants with love. We extend a hearty welcome to the fresh faces and holders of refreshing ideas.



N Mohan joined XLRI as Head (IT Services) in December 2017.



Dipsubhra Chakraborty joined XLRI as Programme Manager (Business Analytics) in August 2017.



Abhishek Tahlan joined XLRI as Social Media Specialist in August 2017.



Tapas Moharana joined XLRI as Manager (Behavioural Lab) in December 2017



Alish Roy joined XLRI as Academic Associate in Law area in September 2017.



Tanmaya Pattnayak joined XLRI as Academic Associate in Law area in September 2017.



Shabnam Ansari joined XLRI as Academic Associate in November 2017.



Anjelina Mundu joined XLRI as Academic Associate in November 2017.



Lakkhisree Kar joined XLRI as Academic Associate in December, 2017.



Subhashree Pan Lahiri joined XLRI as Research Associate in July 2017.

Change Maestro Award



Fr E Abraham, SJ, Director, XLRI, was bestowed the prestigious Change Maestro and Institution Builder Award by Cinque Education Pvt Ltd at the Industry Academia Conference Award Ceremony, New Delhi on 17 January, 2018. He was conferred the award for his immense contribution to Indian management education and path-breaking leadership that has inspired generations.

St. Xavier's Feast



Faculty and staff alongwith family members gathered to celebrate St Francis Xavier's Feast. The feast of XLRI's patron saint is celebrated every year on 3 December.





Dr. JJ Irani addresses the audience as (From left) Fr Oswald Mascarenhas, SJ, Fr E Abraham, SJ, and TV Narendran look on

26th JRD Tata Ethics Oration

THE 26TH Annual JRD Tata Oration on Business Ethics was organised by XLRI on 29 November, 2017. The eminent industrialist and former MD of Tata Steel, Dr. Jamshed J. Irani, delivered the oration. In his speech Dr. Irani spoke about his Experiences With JRD And His Principles; the topic of

the oration.

In the oration, Dr. Irani recounted instances of his personal encounters with JRD Tata and his observations of the great visionary. He said in his speech, **“JRD always believed that before one could excel in one's chosen sphere, that person should be a ‘good person’. And a good person must have great credibility. He**

was always very sympathetic towards the needy, and there are umpteen anecdotes on how he helped families, and particularly children.”

“JRD always said that before India becomes a ‘great’ country, he would like it to be a ‘happy’ country. He tried to convey that view even to Jawaharlal Nehru who was his friend,” he said in his address.

Recounting JRD Tata's words, he said, "JRD's *mantra* was to always aim for excellence, or even perfection, and never should one be satisfied with mediocrity. That drive was clearly reflected in his leadership of Air India. When JRD was the chairman, Air India was recognised as one of the top three airlines in the world."

Dr. Irani observed in his speech, "JRD believed that every company has a special continuing responsibility towards the people of the area in which it is located and in which its employees and their families live. In every city, town or village, large or small, there is always need for improvement, for help, for relief, for leadership and for guidance. I suggest that the most significant contribution an organised industry can make is by identifying itself with the life and problems of the people of the community to which it belongs, and by applying its resources, skills and talents, to the extent that it can reasonably spare them to serve and help them."

The session was attended by TV Narendran, Chairman, Board of Governors, XLRI & MD, Tata Steel Ltd, Fr E Abraham, SJ, Director, XLRI, Dr. Ashis K Pani, Dean [Academics], XLRI, and Fr Oswald Mascarenhas, SJ, JRD Tata Chair Professor of Business Ethics at XLRI.

In his welcome address, Fr Abraham, said, "We have organised the Annual JRD Tata Oration on Business Ethics today, 29 November, as it marks the 25th death anniversary of JRD Tata — the great visionary leader of not only the Tata Group, but rather, the Indian industry as a whole. We are privileged to have Dr. Irani, Former MD, Tata Steel, as our speaker for this evening."

"XLRI has always underscored the importance of adopting an ethical code of conduct within the corporate world. We believe that no management education curriculum is really complete, unless and until the students are instilled with a set of values that are necessary decision-making ingredients for the corporate manager today. It is for this reason that a core course on Managerial Ethics is offered to all our students at XLRI," Fr Abraham added.

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ON THE occasion, Fr. Abraham also announced the release of the book, *In Memory of J.R.D. Tata, A Quarter Century of Ethics Discourses*. The book marks the joyous accomplishment of 25 years of JRD Tata Ethics Oration. It is edited by JRD Tata Chair Fr. Oswald AJ Mascarenhas, Professor of Business Ethics and Sustainability at XLRI, Sr Doris D'Souza, AC and Director, XLRI, Fr. E Abraham, SJ. The book is an anthology of all the brilliant orations delivered by esteemed orators over the 25 years beginning with Mr. JRD Tata himself.



KNOWING DR. JJ IRANI

Dr JJ Irani obtained his PhD from Sheffield in UK. He has had a long and successful stint with Tata Steel in various functions before becoming the Managing Director of the company. Dr. Irani has been closely associated with the Indian Institute of Metals and the CII. He was appointed an International Fellow of the Royal Academy of Engineering in 1996. He was conferred with the Honorary Knighthood by Queen Elizabeth II in 1997. He received Padma Bhushan in 2007 from Government of India.



XLRI - JRD TATA FOUNDATION IN BUSINESS ETHICS

XLRI in association with a few select Tata Group Companies, established in 1991 the XLRI - JRD Tata Foundation in Business Ethics, to mark their long-standing commitment and contribution to business ethics in India. The foundation seeks to address itself by publicly affirming the urgent need for ethics in business and the need to bring about a conducive culture in which it can thrive.

The activities that are undertaken by the foundation include: the annual JRD Tata Oration on Business Ethics, recognition and presentation of the JRD Tata Award for Business Ethics to an eminent person who has distinguished oneself in business ethics. XLRI-JRD Tata Foundation in Business Ethics actively strives towards the advancement of research in the field of ethical practices in business.



Centre for HRD Hosts International Conference

THE CENTRE for Human Resource Development at XLRI recently organised an International Conference on Assessment Centres and Talent Management in Emerging Markets: Lessons from Global Practice on 9 and 10 December, 2017 at XLRI campus in Jamshedpur. The two-day conference was inaugurated by Fr E Abraham, SJ, Director, XLRI, Professor emiretus George Thornton, Colorado State University, and Prof. RK Premarajan, Chairperson, Centre for HRD, XLRI.

EXCELLENT OPPORTUNITY

Talking about the event, Fr Abraham said, "All too often personnel decisions in organisations are fraught

with issues of subjective, less-reliable approaches to assessment and measurement. Assessment centre as a methodology, to an extent, tries to address some of the issues and has achieved a lot of traction in spite of its resource intensive nature. I trust that the conference will not only provide excellent opportunity to share some of the recent advances in the areas of assessment centres and talent management, but will also facilitate joint work between academia and practitioners of the science of assessment."

The conference was co-chaired by Prof. RK Premarajan and Professor emeritus George Thornton.

COMPETITIVE ADVANTAGE

Prof. Premarajan commented, "In

the changing world the main goal of the human resource management is to achieve competitive advantage by the strategic allocation of qualified personnel. It is, therefore, imperative for organisations to search for more accurate methods for assessing talent and supporting their development."

Prof. Thornton highlighting the scope of the conference said, "The conference will not only provide opportunity to discuss assessment and development centre trends with people from around the world, but will also help to advance thinking and provide excellent opportunity to share some of the recent advances in the areas of assessment centres and talent management."

SPEAKERS AND DISCUSSIONS

The inaugural session of the conference discussed the Assessment, Measurement and Prediction for Talent Management. The session was chaired by Prof. Thornton and the other speakers were S Pandey, MD, Corporate Comprehensive Management Consultants and Satish Pradhan, Independent Consultant and Former Advisor, Tata Sons Ltd.

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THE CENTRE for Global Management and Responsible Leadership at XLRI in collaboration with Manipur Institute of Management Studies, Manipur University, successfully conducted a two-day national conference on Promoting Business Opportunities in North Eastern India and India's Act East Policy on 15 and 16 November, 2017.

The conference was inaugurated by Dr. Najma Heptulla, Governor of Manipur, who was present as the Chief Guest. The session was also attended by Prof. Adya Prasad Pandey, Vice-Chancellor, Manipur University, Prof. N Lokendra Singh, Dean, School of Social Sciences, Manipur University, Nakib Ahmed, Advisor, NE Initiative, Indian Chamber of Commerce, Kolkata, and several delegates, entrepreneurs of the state and students.

Delivering the inaugural address, Dr. Heptulla said that the land of Manipur is very fertile not only for biodiversity, but also for future development of the youth which is why she is totally involved with the young children and youth of the state and that the Prime Minister is concerned about the issue of backwardness in the NE region. She expressed her belief that policy makers, researchers and practitioners from different parts of the country participating in the conference would explore ways and means to promote business opportunities in the North East states.

Dr. Heptulla welcomed the conference as a "Platform for policy makers, researchers and practitioners to present their understanding on how business opportunities can be

XLRI Looks East for National Conference



Dr. P Venugopal lights the inaugural lamp along with Dr. Najma Heptulla at the conference

promoted in the NE region." The governor also assured to look into the recommendations of the conference, which could be beneficial for the development of the state.

Prof. Adya Prasad Pandey, Vice Chancellor of Manipur University and president for the inaugural function, thanked XLRI for taking up the initiative. In his keynote address Nakib Ahmed, Advisor, NE initiative, Indian Chamber of Commerce, Kolkata, highlighted the initiatives taken up for the development in the region specifically with Manipur becoming the gateway to other South East

Asian countries.

The conference was co-chaired by Prof. Ibohal Meitei, Director, Centre for Entrepreneurship and Skill Development, Manipur University, and Prof. Pingali Venugopal, Chairperson, Centre for Global Management and Responsible Leadership, XLRI, Jamshedpur.

"Through this conference, we aimed to draw out strategies for Promoting Business Opportunities for the North-East India. We had invited practitioners and experts to present papers on how business opportunities could be promoted in the region. In all we had 32 research papers covering various issues of North East. We had participants from various parts of the country, including Uttarakhand, Gujarat and Maharashtra and Thailand," said Dr. Pingali Venugopal, Coordinator, Centre for Global Management and Responsible Leadership at XLRI.

"Dr. Najma Heptulla was very happy that XLRI has taken up this initiative and she stated that Act East Policy is opening up many opportunities for North East.

She wanted XLRI to continue their involvement in the development of North

East. We look forward to hold a follow up conference next year," Dr. Venugopal further added.

CENTRE FOR GLOBAL MANAGEMENT AND RESPONSIBLE LEADERSHIP

CGMRL was formed in 2010 at XLRI, Jamshedpur with the objective of promoting global, ethical, and sustainable business practices through the development of the requisite academic, curricular and outreach support for students and executives interested in global ethical business.

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Fr E Abraham, SJ, felicitates M Damodaran (Left) at inaugural ceremony of the fest



Comedian Kalyan Biswa



Participant of dance competition



Women's Badminton match

MELANGE OF IDEAS

Participants of MasterChef



Members of the band Nalayak



Cricket match

The annual Ensemble-Valhalla festival of XLRI, a confluence of sports, culture and management, was celebrated with pepped up spirit and an infectious kind of enthusiasm.

This year was the first merger of the two flagship festivals Ensemble, the annual management summit and Valhalla, the sports and cultural festival. The four-day extravaganza, hosted in November 2017, was inaugurated by former SEBI chairman M Damodaran at XLRI, Jamshedpur campus. In his address Damodaran

interacted with the students on various facets of management, business and the real-world problems that need to be voiced.

The festival, with the theme Melange of Ideas, hosted a range of events aimed at testing the leadership, management and analytical skills of the participants. Students from top B-schools of the country enthusiastically participated in events such as dance, drama, battle of bands and debate along with various sporting and gaming events.

Performance by Sachin Sanghvi and Jigar Saraiya



FLAGSHIP EVENTS OF ENSEMBLE

STRATEGIKON

Strategikon was the flagship consulting event of Ensemble that was organised in coordination with Consulting and Research Undertaking at XLRI (CRUX). The event comprised of two rounds. The first round was an online round and the eight shortlisted teams qualified for the on-campus round. The second and the final round was split into two parts – case challenge and business strategy simulation. Both these rounds had equal weightage and the top two teams after this round were awarded cash prize and certificate.

WAR OF WITS

War of Wits was the flagship HR event of Ensemble-

Valhalla. The event received participation of more than 100 teams from B-schools across the country. These teams battled it out in a domain specific quiz to reach the finals. The final round was a case study competition meant to analyse the teams' HR knowledge and expertise.

STRIKE OR YIELD

Strike or Yield was the flagship IR event. Teams from top B-schools battled it out in a challenging IR quiz to reach the campus round. The final round was a testing simulation meant to understand the teams' negotiation and bargaining prowess. The final round was a case study competition meant to analyse the teams' IR knowledge and expertise. The top eight teams presented their solutions to Pramod Kumar, a stalwart with 3 decades of experience in HR-IR, and faced a slew of grilling questions and critique. Finally, Team Warriors from IIM Ranchi was adjudged as the winning team.

THE NEXT GEN LEADER

The Next Gen Leadership event garnered participation from over 220 teams from more than 35 B-Schools



Participants of NextGen Leader



Indian Jam Project



Winners of War of Wits

across India. There were five rounds spread across three days. These included case study solving, emotional quotient testing and strategy simulation among others. The rounds were designed to assess the participants' business acumen, negotiating skills and quick thinking abilities. The final round was an interview round.

GENESIS

The Entrepreneurship Cell of XLRI organized Genesis' 17 – a National B-Plan Competition. Genesis is known to be a thrilling contest that encourages people with an entrepreneurial streak to bring their vision to life and present their start-up or business ideas. The competition saw budding entrepreneurs devote themselves to creating an executable plan for their business ideas and test their innovation quotient along the way.

PERFORMANCES

The Indian Jam Project had a mesmerising effect on the audience. They played theme songs of Mission Impossible, James Bond and Pirates of the Caribbean on traditional Indian instruments such as sitar, flute

and tabla.

Comedy Night with Biswa Kalyan Rath was a laughter ride. His hilarious take on various topics kept the audience hooked and howling with laughter. After performing for over an hour, he left the Tata Auditorium in a deafening applause.

The third night was a night of bands. The audience danced to Bollywood beats played by the band Spunk and revelled in the original compositions of the band Naalayak. Spunk's cover of the hit song *Urvashi* and Naalayak's composition *Bawra* turned out to be audience favourites. The finale witnessed a grand performance by Sachin-Jigar. They left the audience spellbound with their popular Bollywood tracks.

SPORTS

Day 3 saw the final rounds of multiple sports events. The final rounds of men and women basketball saw XIMB and XLRI emerge victorious, respectively. In most of the other events, NIT Jamshedpur and XLRI managed to take home the prizes. Along with sports events, many cultural spectacles, such as stage play, and dance saga also took place on the third day.



XLRRI hosted its annual operations and strategy Symposium, Synergy 2017, in October. The 7th edition of the symposium was jointly conducted by two student bodies, Association at XLRI for Industrial and Operations Management (AXIOM) and Consulting and Research Undertaking at XLRI (CRUX).

The symposium hosted stalwarts of the global industrial landscape. The thoughts shared by these eminent policymakers made the event insightful and informative for all. Apart from the students of XLRI, the event witnessed participation from B-schools like IIM-Ranchi, XISS Ranchi, VGSoM-IIT Kharagpur and NIT Jamshedpur.

Owing to the ever-changing dynamics of the industrial landscape, Synergy 2017 recognised the need to adopt policies for sustaining businesses in the long run. The theme for this year's edition was Strategies for Longevity: Ensuring Success in a Dynamic World.

The inaugural speech was by Ravi Mishra, Founder and CEO of Medinfi Healthcare Pvt. Ltd. He emphasised the need to nurture an entrepreneurial mindset and be prepared to face risks that come our way. He spoke about his journey and the creation of Medinfi as one of the recognised instruments in

XLRI hosts 7th Edition of Synergy

THE ANNUAL OPERATIONS
SYMPOSIUM DELIBERATED ON
THE THEME STRATEGIES FOR
LONGEVITY: ENSURING
SUCCESS IN A DYNAMIC WORLD

India's online healthcare field.

This was followed by the keynote address of Shubhayu Sengupta, Senior Vice-President, Hinduja Global Solutions. Loaded with more than 16 years of experience in HR and Consulting, Sengupta talked about the confluence of people management and industrial functioning in order to ensure seamless performance in an organisation.

The next speaker, Abhishek Narain,

Director- Data and Analytics, GE Digital, discussed the dynamics of the analytics value chain and its relevance in today's business. His broad experience in the field of technical solutions and expertise on data analytics made an impact on the audience. One of the speakers, VS Sridhar, Senior Vice-President and Head, Internet of Things Business Unit at Tata Communications Ltd delivered his talk via video-conferencing, where he addressed the growing importance of proper communication and technology in business activities like acquisitions and their implications.

This was followed by a panel discussion by Sandeep Chatterjee, Senior Manager, Deloitte India; Debasis Ghosh, CEO, DCC Services Pvt Ltd; and Atanu Ghosh, Founder and CEO, Blue-Beaks Solutions, Salt n Soaps. They deliberated on the topic Building Competency through Digitisation in Supply Chain and also addressed questions raised by students. The interactive session was buzzing with questions about the challenges and possible solutions that shape certain nuances of the digitised supply chain world.

Synergy 2017 concluded with the announcement of seven teams selected for the final round of the Business Case Challenge.

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Finance Symposium GNOSIS'17 hosted in Mumbai

TOP BANKERS AND ENTREPRENEURS FROM ACROSS INDIA ATTENDED THE SYMPOSIUM THIS YEAR



Sunil Kakkar, MD and CEO, IDFC Ltd delivers the keynote address

The Finance Association of XLRI (FINAX) hosted Gnosis 2017, XLRI's annual finance symposium, on 11 November, 2017 in Mumbai. The symposium had Sunil Kakkar, MD and CEO at IDFC Ltd, deliver the keynote address on **Financial Services in India: The Road Ahead**.

This was followed by a panel discussion on the topic, The Twin Balance Sheet Problem, by five eminent panelists including Ananth Narayan G, MD and Regional Head of Financial Markets, Standard Chartered Bank; Jayesh Mehta, MD and Country Treasurer, Bank of America NA; Pradeep Khanna, MD and Head of Trading, HSBC India; Madan Sabnavis, Chief Economist, CARE Ratings; Sameer Narang, Chief Economist, Bank of

Gnosis, which is in its 8th year, continues to get bigger and better, with a terrific speaker line-up

Baroda. The discussion was moderated by journalist and author Tamal Bandyopadhyay. They discussed the health of banking sector, appraised the recent recapitalisation of banks, and suggested reforms to strengthen the banking industry and debt markets in India.

The post-lunch session had an exciting line-up, with Nikhil Kamath, Co-Founder

and Head of Trading, Zerodha, addressing the audience on discount broking model; he enlightened the delegates with his personal Zerodha story.

A second panel discussion was held on the widening scope of investment banking in India. The panel was moderated by Shrija Agrawal, National Deals Editor, Mint. "The session was extremely interactive and energetic. It was really good to have such good answers from the audience," praised Agrawal. The panelists included Atul Mehra, MD and Co-CEO of JM Financial; Raj Kataria, Co-founder and Director, Arpwood Capital; Narayanan Sadanandan, EVP and Group Head of Investment Banking, SBI Cap; Rajesh Vig, Partner, Advisory-Deals at PWC; and Ankur Khurana, Director of Investment Banking, Credit Suisse.

The panel discussion was followed by sessions from two guest speakers. First speaker, Kunda Jadhav, Director, Barclays Shared Services, discussed the digital talent requirements and challenges in the investment banking industry. The other speaker, Shashi Arora, MD and CEO, Airtel Payments Bank, spoke about how payment banks are game changers for financial inclusion, rather than being just unviable business models.

Gnosis Excellence Awards ceremony saw distinguished XLRI Alumni such as Sunil Kakkar and Shashi Arora, in addition to Vikram Tandon, Head-HR India, HSBC Bank; Pankaj Sharma, CIO- Fixed Income, DSP Blackrock; and Sandeep Das, MD of Private Banking, Standard Chartered Bank; receive the award for their achievements in the sector.

Gnosis, which is in its 8th year, continues to get bigger and better, with a terrific speaker line up of top bankers and entrepreneurs and over 150 corporate and student delegates from across India attending the event this year.

ABOUT FINAX:

The Finance Association at XLRI, established in 1991, aims to contribute to the professional growth of innumerable students specialising in the finance domain through their events, conferences, competitions and live projects.

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The Entrepreneurship Cell



(From Top) Students participate in interactive sessions during the Emerging Entrepreneurs Program; Prof. Uday Damodran in a session with schoolchildren

EMERGING ENTREPRENEURS PROGRAM

Aiming at early start, the Entrepreneurship Cell of XLRI organised the Emerging Entrepreneurs Program for school students in November, 2017. The initiative was able to reach out to over 1000 school children of Jamshedpur and inspire them to consider the risky but highly rewarding path of entrepreneurship.

The student team conducted Jamshedpur-wide online quiz that culminated in the final round hosted in XLRI. More than 150 top scoring students attended a day-long workshop of learning, skill building, and fun and games. In doing so, E-Cell aimed to inspire the youth of Jharkhand to become job creators of tomorrow: an important social need for the country today.

The event also saw active participation from XLRI's distinguished faculty who enlightened students as to how they should be navigating their career paths. They emphasised on the importance of perceiving academics as a path towards real skill building. Team games and seminars were followed by a hearty lunch and an interaction with senior and junior members of E-Cell's team. A startup brands quiz followed and at the end, the top three schools were feted by Prof. Vishwa Ballabh, E-Cell's faculty sponsor.

LIVE PROJECTS

E-Cell has been the flagbearer among the committees on campus in securing live projects for students, in collaboration with various start-ups. Live projects currently in execution include those in the space of go-to-market strategy, online marketing and data mining, and business intelligence. E-Cell has also been actively engaging government agencies to work on short and long-term projects with XLRI as a partner.

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Students bid during
Silent Auction



CII-Yi Activities

Confederation of Indian Industry – Young Indians Net at XLRI organised Silent Auction, a one-of-a-kind event, on campus involving students and faculty. The event was conducted on 19 October, 2017 on the occasion of Diwali. The funds raised at the event were donated for the treatment of lung cancer patients at the Tata Memorial Hospital. The event involved students and faculty offering unique items and services for auctioning off to students and faculty themselves. The auction items and services contained base prices and participants had to update the bid. Services such as dance

classes, gym workout sessions and Economics crash course sessions were at the disposal of bidders. The event was a grand success and the CII-Yi team managed to raise approximately Rs 95,000.

The next event hosted by CII-Yi team was Kshitij 2017 on 26 November, 2017. It was a day-long inter-school cultural competition comprising six events: quiz, painting, play, picture story, talent show and group dance. Initiatives like this motivate the young participants and instill a sense of accomplishment in them.

The Young Achiever Scholarship, conceptualised in 2014, was awarded to 14

bright students who excelled in academics. The scholarship was co-sponsored by Tata Tinplate and Young Indians (Yi) Jharkhand chapter. The scholarship covers the annual tuition fees of the awardee for an entire academic year.

The entire CII-Yi team strives to conduct many more such events for great causes and to serve the ultimate motive of empowering the youth. Initiatives like this and their enterprising and pioneering spirit set XLRI apart from the other management schools.

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Samarthya



The Samarthya team

Samarthya is a student-run body at XLRI that aims to help young school students of Jamshedpur to realise their full potential by developing a sustainable support system. It is the youth wing of Centre of Education Management, Leadership and Research (CEMLR) at XLRI and all the activities carried out by a team of 32 students.

DISHA

Samarthya organised the fourth edition of Disha, Jamshedpur's biggest career counselling workshop for school students, on 5 November, 2017 at XLRI. Career decisions are perhaps one of the trickiest decisions in the life of a student. Disha is an initiative where students of XLRI provide consultation on 40 different career choices to about 600 children, their parents and the teachers of the school.

The workshop was aimed at making students aware of the careers opportunities best-suited for them and to

dispel social dogmas attached to certain fields of study. This is vital for a country whose demography represents unimagined potential. The population can turn from an absolute boon to a liability, if left untrained or pushed into a select few careers. A better information system can widen the options students have in front of them. To implement this, all schools were invited to participate in this event. A scientific psychometric test was also conducted to map the suitability of a student into different careers.

XLRI students, from diverse backgrounds, took sessions addressing the career-related queries of school students and their inquisitive parents. The school students were also guided through the prerequisites of various postgraduation courses and the requisite preparation for each of their entrance examinations. Disha also conducted a profiling test to aid the career-choosing process. Teachers were important guests for the event, because they are often the primary sources of



English Fair in Loyola School

Dr. Ashis K Pani, Dean (Academics), XLRI, counsels students during Disha 2017



Children's Day Celebrations



contact for any student facing a career dilemma.

PRAGYAAN

Pragyaan is an initiative where Samarthya conducts regular weekly sessions for the children of XLRI staff members within the campus which addresses the gaps in a student's understanding. Samarthya's focus is on helping them with academics and developing their overall personality. There are currently about 35 students registered for Pragyaan.

BACK TO THE ROOTS

Back to the Roots was a quiz organised by the team in collaboration with Ensemble-Valhalla 2017 for school students from 10 different schools in Jamshedpur. The quiz tested the students on their academic knowledge and their general awareness of what is happening around them. The questions and the quiz format was appreciated by the school teachers present at the event.

ENGLISH FAIR

English Fair was held for the second consecutive year at Loyola High School (Hindi), Jamshedpur, and saw an overwhelming participation of 210 students. The event was conducted to make English learning fun and easy. Children were encouraged to participate in various activities and express their thoughts and creative ideas in English.

REFLECTIONS

Reflections is an event that includes the participation of three primary stakeholders of education: students, teachers and parents. The purpose of the event is to make each party aware about the different perspectives that the other party holds, with the major focus on communication as the key to resolving conflict in any situation. This year the event had special leadership training session for teachers.

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(Clockwise) Street play performed by students in campus;
Students at the ball; Open Mic Session



DRAC Weekender

The Dramatics and Cultural Association of XLRI (DRACULA) steps in to break the monotony of academic rigour with its DRAC Weekender event. The event invited zealous participants to a weekend of stage and street plays, model parliament sessions, quizzes, literary events and a dance night. There was also a salsa dance workshop and an open mic session as precursors to the Weekender. The first event on 4 November was

Wordsworth Auction, where participants had to decipher a series of puzzles related to literature. Post that was a ball dancing competition and the theme was Casino Royale. The students decked up in fancy suits and dresses put their best foot forward for the competition.

The second day of the Weekender was kicked off by Model Parliament session, which was set up in pre- Independence India and the leaders were engaged in various

issues related to partition. This resulted in a highly interesting session with participants donning the hats of various leaders and throwing startling insights into the matter. This was followed by Street Play performed in front of new students hostel and stage play Taj Mahal ka Tender at Fr. Tome Auditorium. The last event of the Weekender was the quiz which also saw enthusiastic participants.

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Regional Dinners



Students flock together to try some tasty and authentic delicacies from Rajasthan and Punjab. The regional night dinners were hosted by Rajasthan Association of XLRI and Sher-e-Punjab Association of XLRI



A range of adventure activities hosted by XLANC team in campus

Adventure Goals

The XLRI Adventure and Nature Club organises extra-curricular activities for students to channelise their competitive spirit into fun games. With the roaring success of the previously held events, zorbing and laser tag, XLANC pursued its adventure goals with a trek to the picturesque Dalma hills. Over 40 students trekked their way through the rocky terrain of Dalma hills and indulged in the beauty of nature.

Other activities hosted by XLANC included archery competition and a certificate course in horse riding. The horse riding course was facilitated by XLANC in association with Tata Steel Adventure Foundation. More than 50 students are availing this opportunity.

XLANC also contributed towards other events held on campus including Ensemble -Valhalla and

XL Utsav. For the former, Rodeo Bull and Cricket Simulator were organised that saw participation from not only XLers, but also students from other institutes. During XLUtsav, human foosball, trampoline and paintball shooting were organised.

On 7 January, 2017, XLANC's flagship event, Maelstrom, returned for its second edition in association with TSAF and IOCL. The day kicked off with bungee basketball and rifle shooting which attracted students in large numbers. While paintball and meltdown saw enthusiastic participation from dozens of teams, all-terrain vehicles thrilled the more adventurous of the lot. Over 500 students, faculty and staff thronged the football ground to partake in the event.

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XL UTSAV, 2018

XL Utsav, 2018 was organised by the student body, AcadCom, on 20 January, 2018. The objective of the student academic representative team was to bring the XL family — including students, faculty, staff and their families — together for a multitude of sporting and cultural events and competitions.

This year's XL Utsav witnessed the participation of XLRI faculty and staff family members in big numbers. Cricket, basketball, badminton, tug of war and chess had many enthusiastic participants. The faculty and staff team emerged victorious in a cricket match fought against students. While the students proved their mettle in basketball, by defeating the faculty and staff team by quite a margin. The most entertaining sporting events were Tug of War and Lagori-Pitth-hoo, where the graceful ladies of the XL family were pitted against each other.

The most dynamic and cheerful lot, the kids on campus, were not far behind in any aspect. The children of the faculty and staff competed against each other in numerous races and cultural competitions. The event gave them an opportunity to showcase their talent and encouraged them to hone their skills. To add a pinch of adventure and thrill AcadCom with the support of adventure committee arranged for some fun games like human foosball, paintball dart and trampoline across the campus.

The evening of XL Utsav, 2018, was soaked in tribal performances of Bihu and Natwa. The regional committees also ensured a pan-India cuisine for the evening. The event was graced by Dr. Ashis K Pani, Dean of Academics, as he handed over the trophies and medals to the participants.

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Participants of basketball match



Players of
badminton match



Natwa dance
performance



Bihu dance
performance



Kids in action during a
football match

FOR GREATER GOOD

XLRI is known for its continuous efforts towards nurturing responsible leaders. It takes great pride in the efforts of its students who take interest in the holistic development of the society. Some of our students have been organising workshops and other development activities to help the physically challenged and the downtrodden. The following initiatives mark their persistence and perseverance towards creating a better future.



STUDENTS RAISE OVER RS 1 LAKH TO SUPPORT JEEVIKA

A group of 10 first-year students from Human Resource Management joined hands with an NGO called Jeevika to contribute towards the development of children with special learning needs. Jeevika is a Jamshedpur-based NGO for intellectually challenged people. This is the only NGO in India that rehabilitates such people through joyful and competitive sports.

They started by consistently visiting Jeevika located at Sonari in order to interact with the kids and find out the needs of the NGO from the staff members

as well as the founder, Avtar Singh. In association with SIGMA, the social initiative group of XLRI, the students developed a multi-fold strategy to raise a sum of Rs 1,11,111. The fund raised will be utilised to support Jeevika in its operations for the upcoming year.

Apart from raising funds, the students also facilitated the NGO in setting up a stall during Ensemble-Valhalla fest. To aid Jeevika's rehabilitation efforts, the group also organised a session for the kids with a psychology graduate who taught them special exercises aimed at stimulating the nervous system.



XLRI STUDENTS LEND A HELPING HAND TO NEEDY PATIENTS

Students from XLRI Jamshedpur organised a free-health camp at Beldih basti in Sonari. The camp was supported by RMWS trust and around 117 patients were attended by Dr. P Patel from the trust.

Free medicines were also distributed to all the patients. The XLRI students also tried to spread awareness about sanitation, healthcare, medical care during pregnancy and few government schemes for health care through street plays.



AASHIYANA ANGANWADI GETS A FACELIFT

XLRI students volunteered to give a facelift to Aashiyana Anganwadi at CH Area in Sonari, to make it a better place for children to grow and learn.

During the course of two months the students collected funds to provide these kids with better infrastructure. A total of Rs 25000 was raised for repair work. A sanitation drive was also conducted in the area by the students.

XLERS MENTOR KASTURBA GIRLS

A bunch of XLRI students volunteered as English tutors to the girls of state-run residential Kasturba Gandhi Balika Vidyalaya in Sundernagar.

The group of 10 first-year students of HRM will help 120 Kasturba students of Classes IX-XII with English grammar, reading, writing and computers and will suggest ways to improve their communication skills.

The students of XLRI, who started this outreach programme with the help of NGO Kalamandir, will visit the Sundernagar campus every Sunday for daylong sessions with the schoolgirls.



ALUMNI ACHIEVEMENTS

Passion for excellence is an attribute that comes naturally to all our alumni. Their uncompromising efforts to achieve the best in every sector and every field they enter make them a winner of every situation. XLRI takes great pride in the achievements of its alumni and their abiding commitment to improve the quality of life in organisations and in society at large. Here are some of the names that have made it big in the past few months.



SMASHING STEREOTYPE and following your passion is no easy task. However, for some it comes instinctively. **RICHA MALIK** of 2010 batch has taken a dive into a whole new career prospect that Indian girls rarely chose to venture upon. Malik quit her lucrative corporate job to pursue her career as a scuba instructor. She is also a trained Tech Diver and has warm enthusiasm for challenges that test her limits.



KUNAL SEN
(XL' 1987)
was appointed Managing Director of Korn Ferry Futurestep, India, a global people and organisational advisory firm.



CVL SRINIVAS (XL' 1993)
has been appointed country manager for WPP in India. He will take on this new role along with his current responsibilities as Chief Executive Officer of GroupM, South Asia.

CLASS NOTES:

We'll catch the big news about you: Nobel Prize nomination, when you take your company public or if you are the first XLER in space. But we can only know about your less publicised news if you tell us. We are not too particular, we want to hear it all. Please write to us at magis@xlri.ac.in



Philips India appointed **ARMAAN SETH** (XL'2006) head of Human resources for the Indian operations. Seth has been with Philips since 2011 serving in various positions across India and Netherlands before returning to India in his current role.

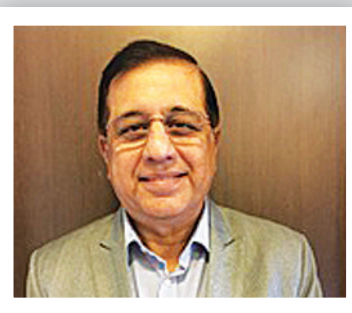
The book *Catalyst* authored by **CHANDRAMOULI VENKATESAN** (XL'1991) identifies the various catalysts that one can cultivate and how they can be used to propel oneself at work and in life.



Infogain has appointed **RAJIV NAITHANI** (XL'2013) as head of HR for India operations. Infogain is a technology services company with 2500 employees and development centres in Noida, Mumbai, Bangalore and Pune.



ANIMESH KUMAR (XL'1993), former head of HR at IDFC Bank, has joined the Future Group as Chief People and Transformation Officer.



Sterlite Power, India's leading integrated power transmission company, announced the appointment of **FIRDOSE VANDREVALA** (XL'1977) as part of its advisory board. He will be responsible for advising the Board and senior management on matters of talent, strategy and operations.

FREEZE FRAME



Freeze FRAME

Freeze frame is devoted to all the Kodak moments of the members of XLRI family. In this issue the section brings in pictures of some leisure activities organised on campus. From festive fervor to social activities to adventure enthusiasm, the section tries to cover all in some interesting frames.

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Building an Inclusive Workplace

DR. ANITA SARKAR DISCUSSES HOW SUCCESSFUL DIVERSITY MANAGEMENT GOES BEYOND COMPLYING WITH THE LETTER OF THE LAW

DIVERSITY CAN be defined as all the ways in which we differ – age, gender, marital status, physical and psychological ability, caste, creed, sexual orientation, income category, religion and nationality. It is a way of life, and there is no limit to the list. There are two forms of diversity: surface level, which is visible from outside and includes, for example, height, weight and language, and deep level, which is not so easily apparent and includes, for example, values, beliefs and personality. Based on the number of employees possessing certain surface-level characteristics, employees often get divided into two groups – majority and minority. The

challenge of managing diversity is how to create a comfortable work environment for all so that each employee can contribute to the best of his or her ability.

APPROACHES TOWARD DIVERSITY

Three approaches underlie the workplace management of diversity.

FAIRNESS AND DISCRIMINATION

Organisations try to fulfill their legal requirements on, for example, ensuring that certain percentages of, say, women or ethnic-minority employees should be part of the organisation.

ACCESS AND LEGITIMACY

Organisations try to match surface-level employee characteristics with the client's surface-level characteristics. For example, when a multinational organisation serves important Indian clients, it may assign such accounts to Indian employees.

LEARNING AND EFFECTIVENESS

Organisations genuinely value that each employee possesses unique talent, irrespective of his or her surface-level differences. The effective management of diversity goes beyond affirmative action. It requires organisations to create an inclusive workplace where every employee is valued for his or her talent, irrespective of

surface-level diversity.

The successful management of diversity helps organisations to: locate and cater to the needs of varied local and global markets; generate creative ideas and solutions; attract niche talent; and remain committed to the organisation's vision, mission and the principles of corporate social responsibility (CSR).

INITIATIVES THAT HR CAN TAKE

HR has a critical role in making the all-inclusive workplace a reality.

RECRUITMENT

Ideally the employee base of an organisation should be as diverse as its customer base so that the company can ef-

FACULTY ACTIVITIES

FR E ABRAHAM, SJ, PHD was invited to be on the Board of the Army Management Studies Board in Shimla.

DR. RAVI SHEKHAR KUMAR was invited to be an Academic Resource Person by TCS in marketing area.



PAPER PRESENTATIONS

DR. RAJIV MISRA presented and published a paper (co-authored) on Estimating Impact of Supply Chain Risk Mitigation Plans: A Loss Distribution and

Bayesian Belief Network Approach at the 48th Annual Meeting of the Decision Sciences Institute, Washington, DC, USA during 18-20 November, 2017.

DR. TAS VIJAYARAGHAVAN presented and published two papers on: Developing a Model and a Framework for Understanding Resilience in Supply

Chains; and (co-authored) Estimating Impact of Supply Chain Risk Mitigation Plans: A Loss Distribution and Bayesian Belief Network Approach at the 48th Annual Meeting of the Decision Sciences Institute, Washington, DC, USA, during 18-20 November, 2017.

DR. ARUNDHATI SARKAR BOSE presented a paper on Deregulation of Diesel Pricing in India and its Implication on the Oil Price – Macro Economy Relationship at the 1st International Conference on Energy, Finance and the Macro-economy at Montpellier Business School, Montpellier, France, during 22-24 November, 2017.

DR. GOURAV BALLABH presented a paper on Indian Mythology and its Reliance to Current Corporate Governance at the conference on Management Change in Evolving Economic Scenario at MDI Gurgaon during 5-6 December, 2017.

DR. P VENUGOPAL presented papers (co-authored) on: Water and Carbon Footprint of Pizza Crust Wastage in India at the 12th International Conference on

Multidisciplinary Trends in Social Sciences and Business Research at Novotel Hotel, Sydney Central, Sydney, Australia during 4-5 December, 2017; E-waste Disposal Behavior of ICT Products by Indian households at the International Conference on Sustainability, Technology and Education, Sydney, Australia, during 11-13 December, 2017.

DR. SOUMENDRA N BAGCHI

presented two papers on: A Multi-dimensional Conceptualization of Ambidextrous Leadership Capability at the Annual Conference organised by Institute of International Business and Governance, The Open University of Hong Kong during 13-14 December, 2017; Theorizing Organizational Capability as an Outcome of Middle Managers' Collective Mind at the INDAM Conference held at the Indian Institute of Management, Indore, during 17-20 December, 2017.

DR. AJITH J KUMAR presented two papers on: Managers' Perceptions of the Benefits of 5S in the Workplace at the 31st ANZAM Conference at RMIT University, Melbourne, Australia during 5-8 December, 2017; Is 5S Beneficial in the Workplace at the POMS 2017 International Conference at Macquarie University, Sydney, Australia during 12-14 December, 2017; (co-authored) Error in Health Insurance Claims Processing and Knowledge flow as Remedy: An Exploration at the 11th ISDSI Conference at the Indian Institute of Management, Trichy, during 28-30 December, 2017.

DR. SUNIL SARANGI presented a paper on Abraham

Lincoln the Humanist: Mourning in America at the XX International Conference – The Humanities across Cultures at Gopalpur, Odisha, during 17-20 December, 2017.

DR. SANTANU GUPTA

presented a paper on Voting Paradoxes in Four Candidate Elections at the 13th Annual Conference on Economic Growth and Development at ISI, Delhi, during 18-20 December, 2017 and at the Annual General Conference on Contemporary Issues in Development Economics at Jadavpur University, Kolkata, during 21-22 December, 2017.

DR. KR SHYAM SUNDAR

presented a paper on Labour Law and Governance Reforms: A Retrogressive Step towards more Informality at the International Conference of the Indian Society of Labour Economics at Trivandrum during 16-18 December, 2017.

DR. KALYAN BHASKAR presented papers on: Renewables – Bioenergy at the International workshop on Coal jointly organised by CSIR-CIMFR, Dhanbad, during 1-2 December, 2017; Electronic Waste Management and Sustainable Development Goals: Is there a Business Case for Linking the Two? was accepted for presentation at the First International Conference on Sustainability and Business at IIM, Kolkata, during 13-14 January, 2018.

DR. HK PRADHAN presented a paper on Microfinance Over Indebtedness at the Golden Jubilee Conference of Odisha Economics Association at Bhubaneswar during 10-11 February, 2018.

MEETINGS/ CONFERENCES



DR. ARPITA SRIVASTAVA attended a workshop on Text Analytics Using R-Studio and Gephi at XIME, Chennai, during 1-2 December, 2017.

DR. SANJAY PATRO attended the 6th AIM-AMA Consortium held at Welingkar Institute of Management, Bengaluru, on 6 January, 2018.

FR E ABRAHAM, SJ, PHD and **DR. SABYASACHI SENGUPTA** attended a first time get-together of GMP Alumni on 6 January, 2018 at Bengaluru.

FR E. ABRAHAM, SJ, PHD attended AACSB Deans Conference at Las Vegas, USA, during 7-9 February, 2018; The International Committee on Jesuit Higher Education Meet in Rome during 21-23 February, 2018.

DR. P VENUGOPAL was invited to take a session on Drudgery Reduction of Farm Women for a group of scientists of GB Pant University of Agriculture & Technology, Pantnagar, during 4-5 December, 2017.

DR. TRISHIT BANDYOPADHYAY was invited as guest speaker by the IESEG School of Management, France, to lecture the M.Sc. students on Production and Capacity Planning from 5-16 March, 2018, at Lille and Paris Campus.

DR. AMITAVA MUKHERJEE visited the City University of Hong Kong as part of the ongoing research collaboration during 31 January – 8 February, 2018.

Bird Watch

The sprawling green campus of XLRI is also home to different species of birds. We bring to you pictures of some of them.

PHOTO CREDIT: **Prof. Madhukar Shukla**



Asian flycatcher



Chestnut-tailed Starling



Black hooded Oriole



Common Chiffchaff



White Wagtail



Stork-Billed Kingfisher



Male Koel



Magpie Robin



Common Kingfisher



Green Bee Eater



Rufous Treepie



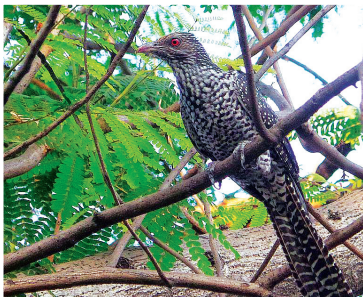
Drongo



Shikra



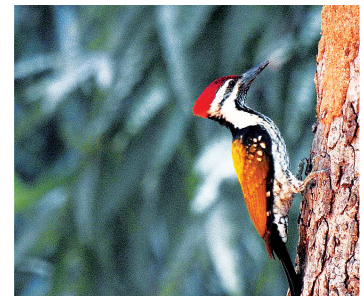
Red-Vented Bulbul



Koel Female



Coppersmith Barbet



Lesser Flameback



Brahmini Mynah



Golden Oriole



Owlet



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Xavier School of Management
For the greater good

RESPONSIBLE GLOBAL LEADERS OF TOMORROW



For the Greater Common Good

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Discover more about XLRI at:
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