



MAGIS

FOR THE GREATER GOOD



ANNUAL CONVOCATION

Saturday, 2nd April, 2016 | XLRI Jamshedpur



The 37th edition of
MAXI Fair promoted
the theme of Digital
India. P24



Speakers at the 8th
NCSE conference
deliberated on Social
Innovation. P20



OUT-OF-CLASS ASSIGNMENTS



Living the Magis

Dear Readers,

It is a pleasure to share the May issue of **Magis** — a tri-annual newsmagazine of XLRI. The first quarter marks that time of the year when the graduating class embarks upon their next phase of work-life journey. This year we celebrated our 60th Convocation — a landmark event for us. On this significant occasion, **587 students** received their graduating certificates and medals. Over the years we have emphasised the fact that classroom learning and real-life education must go hand-in-hand and students must appreciate the importance of fulfilling varied responsibilities viz., a dutiful son or daughter, a responsible citizen, a diligent employee or employer, etc. Moreover, undertaking varied responsibilities enriches and expands our different life-roles in more ways than one.

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 set up to foster **whole-person growth**. **MAXI Fair, Ensemble, XL-IIMC Meet, XLerate** and other events are the outcome of stupendous efforts put in by students beyond their curriculum framework.

Sensitising Social Conscience

Students are encouraged to develop empathy and understanding for the underserved and the marginalised sections to evolve as business leaders who appreciate the importance of inclusive and sustainable growth. Initiatives like **Joy of Giving Week** (renamed as Daan Utsav) and **Kshitij** exhibit students efforts to meet the unmet needs of the society at large.

Fostering Thought Leadership

XLRI hosts numerous conferences, seminars and orations on a regular basis to foster thought leadership among internal and external stakeholders. The **JRD Tata Ethics Oration, NCSE Conference, IR Conference** and seminars like **Disha/ IdeaKon, Synergy / Reflections'16** featured in this issue are annual events that 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.

Fr E Abraham, SJ
DIRECTOR

C • O • N • T • E • N • T • S



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YOU WOULD LIKE TO SEE IN
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60th ANNUAL CONVOCATION

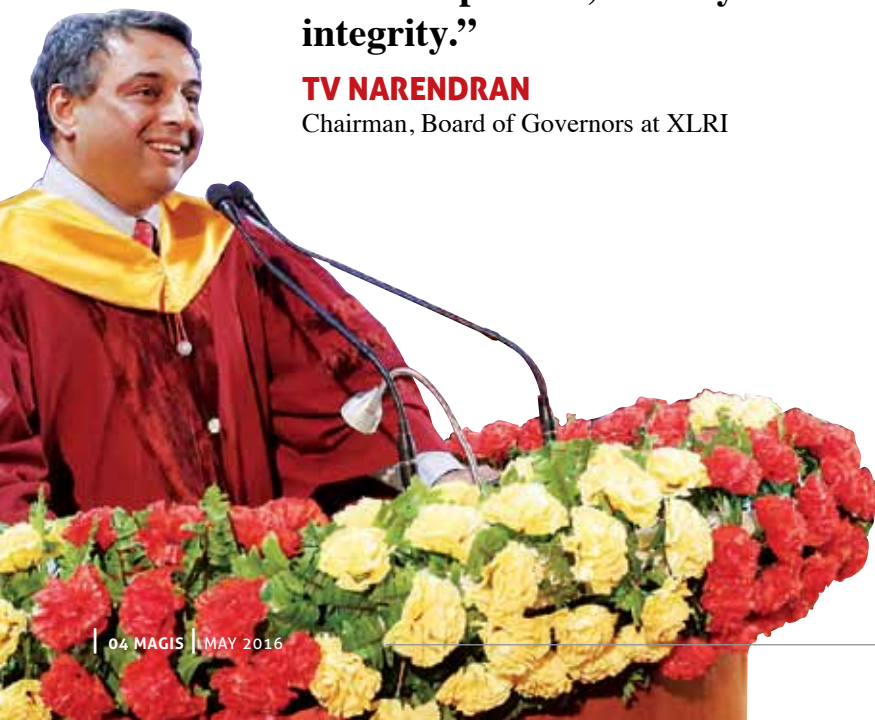
XLRI raised notes of celebration on its 60th Annual Convocation. The management cradle commemorated over six decades of dedicated service of its staff, faculty, administration and other stakeholders with the release of coffee table book, *Celebrating Excellence*. On this significant day, 587 students donned their graduation hats and gowns to receive their certificates and take oath of practising responsible leadership.

“Quote” Unquote

“I encourage you to develop a habit of lifelong learning so that you continue to be an asset to your organisation and the society at large. Always remember to serve the society around you with compassion, honesty and integrity.”

TV NARENDRA

Chairman, Board of Governors at XLRI



“As you move on to the next phase of your work-life journey, strive to live the kind of life that XLRI envisions us to live – to be leaders who contribute their mite to their respective organisations and also have a sensitive social conscience.”

FR E ABRAHAM, SJ

Director of XLRI

Convocation Speaker



“It is important to recognise for all responsible managers, leaders and entrepreneurs of the industry the importance of doing good.”

DR. SUNIL KANT MUNJAL

Jt. MD of Hero MotoCorp & Chairman, Hero Corporate Services Pvt. Ltd

Sir Jehangir Ghandy Medal

In continuation of 47 years tradition, XLRI conferred the prestigious Sir Jehangir Ghandy Medal for Social and Industrial Peace on Dr. Sunil Kant Munjal, Jt. Managing Director of Hero MotoCorp & Chairman, Hero Corporate Services Pvt. Ltd.

The medal for outstanding contribution to industrial peace is named in the honour of late Sir Jehangir Ghandy, Kt., CIE, the first chairman, board of governors of XLRI and director, Tata Iron and Steel Co. Ltd. The medal is presented annually by XLRI and was instituted in 1965.



60th ANNUAL CONVOCATION

The Graduation

Enthusiastic crowd of graduating students, composed set of faculty members and a dedicated gathering of staff and other XLRI stakeholders —

Here's how the 60th Convocation was played out on 2 April, 2016

587 Graduates

- 361** students of BM and HRM; 2014-16 batch
- 70** students of PGDM-BM Programme (Part-Time); 2013-16 batch
- 20** students of Fellow Program in Management (FPM)

- 119** students of PGDM (General Management); 2015 batch
- 17** students of Global MBA Programme; 2014-16 batch



Long Service Medal

25 YEARS OF DEDICATED SERVICE

- Andrew Fernandes
- Lazerus Athaide
- Dilip Kumar Deshmukh
- Gracy Sebastine
- Subal Gope
- Benjamin Tigga

15 YEARS OF DEDICATED SERVICE

- Santosh Andrews



BEHIND THE STAGE



Board members and other dignitaries of XLRI share a light moment behind the stage

CYRUS MISTRY INAUGURATES THE NEW XLRI CAMPUS

The new adjoining campus of XLRI in Jamshedpur was inaugurated by Cyrus Mistry, Chairman, Tata Sons, on 17 November, 2015.

The new XLRI campus, which is a contiguous extension of the existing Jamshedpur campus, is spread over an area of 7 acres. The carefully thought-out architecture houses a new learning centre, an international center for Global MBA programme and hostel facilities for boys and girls.

New Learning Center

26 CLASSROOMS

with a seating capacity for over 2000 students, is meticulously designed to create spaces that support innovation and encourage lively discussions

6 SYNDICATE ROOMS

50-60 seaters each

2 LARGE CLASSROOMS

125-seater each

2 SMALL CLASSROOMS

60 seater each

75-SEATER COMPUTER LAB

is fitted with latest servers and workstations to facilitate the learning process



Fr McGrath Residence

384 SINGLE-ROOM ACCOMMODATION

for first year students

International Centre

The towering, six-floor International Centre includes four offices, 65-seater classrooms, 96 rooms with attached washrooms and eight suites. Comfortable dining facility, relaxing lounges and upfront reception desk are few of the noticeable amenities at the International Centre.





LARGEST BATCH OF XLRI GETS PLACED

XLRI SUCCESSFULLY placed its largest ever batch of Business Management and Human Resource Management programmes in its final placement process. The final recruitment process saw participation from 132 recruiters, inclusive of 36 first time recruiters, and 386 offers made to a batch of 361 students.

Prof. Rajiv Misra, Chairperson, Placement Office, commented, “XLRI has completed yet another successful placement session for its students. This year’s placement season witnessed a remarkable increase in both

the number of offers and recruiters coupled with participation of quite a few new recruiters. We are happy to announce that there has been an across the board increase in the salary package as well. We attribute the excellent placements this year as an affirmation by the industry of the high-standard of management-centric education that we strive to deliver to our students.”

FINANCE

The CRP was marked by a good presence of recruiters from the financial sector. Recruiters from the BFSI space included Citibank, Development Bank of Singapore, Goldman Sachs, ICICI Bank, Standard Chartered and Yes Bank. ICICI Bank was the largest recruiter with 21 offers. Kotak Mahindra and Karvy visited for the first time and offered wealth management roles.

MARKETING /OPERATIONS AND HUMAN RESOURCES

The FMCG placements have been the forte of XLRI over the years. This year was no different and XLRI has again re-established its strength as an FMCG destination. Asian Paints, Colgate, Palmolive, GSK, CH, Heinz, HCCB, ITC, Kellogg’s, Mondelez, Nestle, PepsiCo, Reckitt Benckiser, Unilever among others offered roles in sales, marketing and HR functions. ITC was the largest recruiter in the FMCG space.

The media sector too made its presence felt with Star TV rolling out the second highest number of offers at 12, and opening up sports marketing role. Airtel, Ericsson, Vodafone and Telenor represented the communications and the networking space while Samsung

recruited from the consumer durables sector here at XLRI.

Future Group, Lodha Group recruited students from the HR function.

Ola Cabs, Uber, Tata Steel, Reliance Industries and Zensar offered operations related roles including supply chain and procurement.

GENERAL MANAGEMENT

General Management once again was one of the preferred sectors on campus with major industry players like Aditya Birla Group, Mahindra & Mahindra, Reliance Industries, RPG and TAS offering a large number of roles in this area.

CONSULTING

The consulting domain saw the active participation of industry majors such as Accenture Strategy, Capgemini Consulting, Cognizant Business Consulting, Deloitte, EY, Everest Group, Gallup, KPMG, McKinsey and Company, Peoples Business Group, Price Waterhouse Coopers, The Boston Consulting Group, and Vector Consulting and Zensar. International roles were also offered to students.

TECHNOLOGY

Key recruiters from technology and e-commerce sector comprised Call Health, Flipkart, Microsoft, Ola Cabs, Paytm, Samsung, Tech Mahindra and Wipro that offered roles in programme management, sales and marketing, HR and operations.

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SECTOR PERFORMANCE

SECTOR	COMPANY	OFFERS	TOTAL OFFERS IN SECTOR
BFSI	ICICI	22	64
General Management	ABG	7	17
Technology	Infosys	9	75
Consultancy	EY	10	49
FMCG	ITC	12	56

“We attribute the excellent placements this year as an affirmation by the industry of the high-standard of management-centric education that we strive to deliver to our students.”

RAJIV MISRA
Chairperson, Placement Office



PLACEMENT REPORT: IN A NUTSHELL

RECRUITERS: **132**
FIRST-TIME RECRUITERS: **36**
OFFERS: **386**
BATCH STRENGTH: **361**

PRE-PLACEMENT OFFERS
PPOS: **102**
OFFERS ACCEPTED: **84**

BIG GUNS
ICICI BANK: largest recruiter with **21** offers
STAR TV: second highest number of offers at **12**
ITC: largest recruiter in the FMCG space

INTERNSHIP HIGHLIGHTS

The Summer Internship Placement process for the 2015-17 batch of 360 students was completed in two and a half days. Around 95 recruiters participated in the process, of which 92 made job offers. This year saw a steep rise in the stipends being offered across all sectors in summer internships.



SIP Figures

2.5
DAYS

95
participating
companies

360
students placed

TOP Recruiters

Accenture Strategy -----**13**
 Microsoft -----**12**
 HUL -----**11**
 Flipkart -----**10**
 ABG -----**9**
 Citibank -----**9**
 Snapdeal -----**9**
 Vodafone -----**9**

PERFORMANCE CHART

FMCG -----**21%**
 BFSI -----**14%**
 Consulting -----**13%**
 Conglomerate-----**12%**
 E-commerce &
 start-ups -----**8%**
 Technology, Media,
 Telecom, Pharmaceuticals,
 Oil & Gas, Power, Retail,
 Automotive -----**32%**

PARIVARTAN

XLRI successfully continued its parallel placement process - Parivartan, for students willing to work with social sector organisations. There were multiple organisations to participate in the Parivartan process. Notable amongst them included Bill & Melinda Gates Foundation, Tata Trust, E-Vidyaloka, to name a few. The process was held and completed before the summer placement week.

SECTOR REPORT

SECTOR BFSI

COMPANIES

Citibank (9 internship offers)

Multinational Banks

JP Morgan Chase
 HSBC
 Standard Chartered
 BNP Paribas
 DBS

Indian Banks & Firms

Axis Bank
 ICICI Bank
 Yes Bank

Credit Rating Agency

CRISIL

Private Equity Firm

Angel Fund

Others

Avendus Capital
 Carlyle
 European Hedge Fund

OFFER

Global markets roles
 PE syndication
 M&A advisory roles
 Markets
 Corporate Banking
 Retail
 HR

SECTOR CONGLOMERATE

COMPANIES

ABG (9 internship offers)
 GE, Godrej, Mahindra,
 Reliance, RPG, TAS

SECTOR E-COMMERCE

COMPANIES

Flipkart, Snapdeal, Quikr and
 Ola Cabs

SECTOR FMCG

COMPANIES

HUL (11 internship offers)
 Mondelez (8 internship offers)
 GSK CH (7 internship offers)
 ITC (6 internship offers)
 Kellogg's (6 internship offers)
 Akzonobel, Asian Paints,
 Britannia,
 Castrol, Coca-Cola, Colgate
 Palmolive
 Hindustan Coca Cola Bever-
 ages
 Johnson & Johnson Consumer
 L'Oréal, Marico, Mars, Nestlé
 Pepsi, Reckitt Benckiser

OFFER

Sales
 Marketing
 Supply chain roles

SECTOR HEALTHCARE

COMPANIES

Dr. Reddy's Laboratories
 GSK Pharma
 Roche

OFFER

Sales & marketing
 Operations
 HR

SECTOR TELECOM

COMPANIES

Vodafone (9 internship offers)
 Airtel (8 internship offers)

SECTOR START-UPS

COMPANIES

PharmEasy and Zo Rooms

SECTOR CONSULTING

COMPANIES

Accenture Strategy
 (13 internship offers)
 Boston Consulting Group
 (7 internship offers)
 KPMG (7 internship offers)
 Accenture Strategy, Aon
 Hewitt, BCG, Cognizant, Ever-
 est Everest Group, EY, Hay
 Group, KPMG, PwC

SECTOR MEDIA

COMPANIES

Media (7 internship offers)
 Sony Entertainment,
 Bennett & Coleman and HT
 Media

SECTOR TECHNOLOGY

COMPANIES

Microsoft, Samsung R&D
 Institute (SRI), Wipro, Philips,
 Whirlpool, IBM, HCL, Sie-
 mens, CISCO

OFFER

IDC
 Sales & Marketing

SECTOR MANUFACTURING

COMPANIES

Tata Steel, Hero Moto Corp

SECTOR OIL & GAS SECTOR

COMPANIES

Shell India, Castrol India

XLRI RANKING 2015



Business India-2016
Overall **No.2**



The Week – 2015
No.1 Private B-School
Overall **No.3**



Business Today - 2015
Overall **No. 3**



Outlook-2015
No.1 Private B-School
No.1 — Infrastructure
Overall **No.3**



India Today - 2015
Overall **No. 3**

Fr Mc Grath Residence



Fr EH McGrath, SJ, (in wheelchair) inaugurates the new students residence, named after him. Fr McGrath was director of XLRI from 1959-62 and 1981-82

Prof. N Mukherjee Building



Director, XLRI, Fr E Abraham SJ, inaugurates the Prof. N Mukherjee building and the new coffee lounge. Prof. Mukherjee was the first registrar of XLRI during 1957-1991



Staff Update

OUTGOING

We thank all our former employees, who have helped XLRI evolve as a centre of excellence in ways big or small, with much visibility or without, from silent corners or from frisky front desk. With a warm heart we bid farewell to our staff that have left for new shores. We wish them luck for their future endeavours.



ABIRA MITRA was with XLRI for two years as an Academic Associate in the VIL Office

NIDHI RAO was with XLRI for two years as Research Associate



NIDHI MATHEW was with XLRI for two years as a non-teaching staff

JANAK BAHADUR THAPA was with XLRI for eight years as a security guard



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 the carriers of refreshing ideas



Prasanta Biswas joined XLRI as Project Officer, AACSB, in December.



Saranjeet Kaur joined XLRI as an Academic Associate in the Information Systems Area in November



Abhilasha Singh joined XLRI as an Academic Associate in the Strategic Management Area in October.

St Francis Xavier's Feast



Faculty and staff of XLRI gather to celebrate St Francis Xavier Feast on 3 December, 2015

50 Years of Priesthood



Fr. Oswald Mascarenhas, SJ, celebrates 50 years of Jesuit Priesthood. Fr. Mascarenhas teaches Business Ethics at XLRI and is also the Chairperson of JRD Tata -XLRI Ethics Research Centre

XLRI and SEEDS Celebrate Women's Day

XLRI

The Committee Against Sexual Harassment (CASH) of women at XLRI organised the Women's Day celebration for female staff and faculty of the institute. The event was co-ordinated by CASH Chairperson, Dr. S Malhotra.

SEEDS

Women's Day was celebrated for the 18th consecutive year by NGO SEEDS and the Women's Empowerment Forum at the Sidhu Kanhu Maidan in Musabani Block. Over 1000 rural women from four Blocks viz. Musabani, Dumaria, Ghatsila and Potka participated.

SEEDS, an NGO supported by XLRI, works in the neighbouring rural areas of Jamshepur. It helps give opportunities to villagers to shape their own education, development and thereby their life. A booklet on the achievements of the Women's Forum Mahila Sashakti Manch – Badhte Kadam was released by Chief Guest Vishal David Xalxo, Circle Officer of Musabani Block. In his address he lauded the initiatives of rural women in enabling the poor families to access government entitlements.

The chief functionary of SEEDS Dr. Shubhra Dwivedy congratulated the 3,000-member Women's Forum for bringing about a transformation in themselves, their families and the society by spreading awareness about the rights of women, raising their voice against injustice and corruption. She informed that 500 poor illiterate women were studying in 14 learning centres in addition to remedial classes which were being conducted for girls studying in government high schools.

Women's day at XLRI



Village event by SEEDS





Shekhar Gupta lights the inaugural lamp as (Second from left) TV Narendran, Dr. Pranabesh Ray, Fr E Abraham, SJ, and Fr Oswald Mascarenhas, SJ, look on

24th JRD Tata Ethics Oration

THE ORATION

Ethics being an integral part of XLRI's curriculum is inculcated in the students through conferences and seminars. The JRD Tata Ethics Oration on Business Ethics is organised every year to encourage ethical code of conduct among students, the business leaders of tomorrow. Many eminent personalities have used the platform to voice corporate concerns and share their experience of facing ethical challenges in their respective field. This year, the 24th JRD Tata Oration, was delivered by well-known journalist Shekhar Gupta, Chairman and Founding Editor of Mediascape Group at the Tata Auditorium on 24 November, 2015.

THE ORATOR

Shekhar Gupta, Chairman & Founding Editor of Mediascape Group

TOPIC: *Changing Role of Media in Today's India*

Mr. Gupta shared his experiences from his almost 40-year-long career as a journalist and talked about the evolution of media and its role through the years. He observed, "Truth never hurts anybody, but where there is nobody to tell the truth, rumours become the truth." Discussing about both the positive and negative sides of media and news reporting system in India today, he said that 'a painful and noisy media is anytime better than a bunch of lies'. Any normal citizen with a smartphone can have access to media, thus becoming a part of the media. However, he also expressed concern over media houses being run by people with money and power for vested interests.

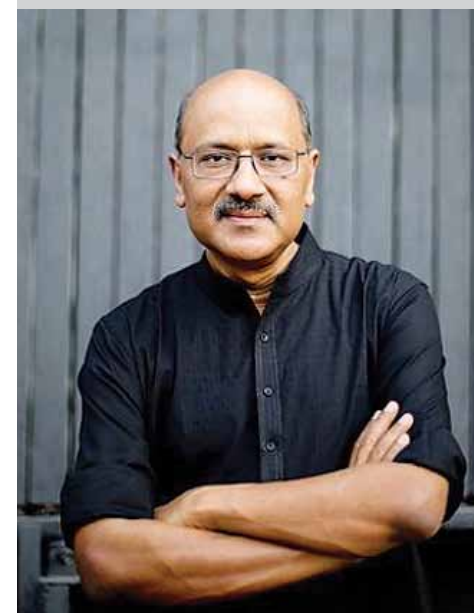
DIGNITARIES AT THE EVENT

The session was attended by TV Narendran, Chairman, Board of Governors, XLRI and MD, Tata Steel India and South East Asia, Fr E Abraham, SJ, Director of XLRI, Dr. Pranabesh Ray, Dean [Academics] at XLRI and Fr Oswald Mascarenhas, SJ, JRD Tata Ethics Chair, Professor of Business Ethics at XLRI.

VIEWS ON ETHICS

FR. E ABRAHAM, SJ, said, "While Ethics is a set of principles of right conduct or a system of moral principles, business ethics in particular can be regarded as the study of business situations, activities, and decisions where issues of right and wrong are addressed."

TV NARENDRAN, observed, "Ethics encompasses the entire spectrum of human conduct. However, today, ethical deficit and lack of integrity in public affairs has become such a major issue that public confidence and trust in public officials and private organizations have taken a severe beating in our nation.



Since a lot of advertising has shifted online, how has this affected the bottom line of media houses?

Everybody has to have an online policy, and everybody has to have a social media strategy. I think right now in India newspapers are surviving, but I think the next generation will not read newspapers. Particularly in English – Hindi might take another 15-20 years – but really, everybody is shifting online.

What about the trend of news becoming shorter and shorter, with applications like Twitter and News Inshorts?

News Inshorts only gives you a summary. But then if you're interested, then you have to go back to the story – it gives you a link, right? Twitter is different, you can just go and make your point on it. The important thing about Twitter is it helps you intervene in a debate instantly. But I would say a combination of all these is very empowering.

TETE-A-TETE WITH SHEKHAR GUPTA

Shekhar Gupta shares his views about media and the onset of new media journalism with members of student society ExLink

How was your experience at XLRI? Did you enjoy the oration?

I enjoyed myself! There is nothing a speaker likes more than a full hall. I was happy that most of you stayed on for the Q&A. They were quite receptive. In fact, now you should ask how the audience liked it!

Does corporate ownership of media houses in any way affect your editorial privilege?

To be honest, it can. In some cases, it has – very few cases. But where it has, journalists have made it evident that it has. So I think corporates have also now realised that even if you put money in a media organisation, they can't use it, because the dice is stacked against them. There is always somebody else. Now what is the power of an owner? The main power of an owner is the platform. But now platforms have become social media as well – platforms are free. So there has been a great empowerment of the journalist.

How did the idea of Mediascape come about, considering you were engaged with big media houses in the past?

I think, one, I got tired of doing whatever I was doing – bored, more than tired. Second, everybody wants to build an institution in their life, so we thought instead of rebuilding institutions for others, we'll build something of our own. Also there are some ideas of how certain things can be done differently – at lower cost and with better quality. So it's a fantasy, let us see. I just have a few people working with me, and we're right now in the planning stage. So with every week something new is happening.

Any suggestions or advice you'd like to give us, sir?

I think the most important thing is to stay curious. Don't take everything like, 'ye bhi chalta hai'. Stay curious, and stay interested.

Social Entrepreneurs Meet for 8th NCSE



Director, XLRI, Fr E Abraham SJ, (Second from left) and Prof. Anil Gupta, Founder, Honey Bee Network (Third from left) with SIGMA members at the NCSE conference

THE EIGHTH edition of National Conference on Social Entrepreneurship invited social entrepreneurs, development sector professionals, academicians and students to share their experiences, issues and challenges on building social entrepreneurship ecosystem. The conference, organised annually, is a platform for showcasing, knowledge sharing and building a social perspective.

THEME & DESIGN

The essence of social entrepreneurship is to identify gaps in the provision of social goods and services, and to design innovative and replicable solutions to bridge those gaps. The conference addresses the issues which are relevant to the society.

Correspondingly, this year, the conference theme – Social Innovations: Changing Lives and Society — aims to celebrate,

showcase and learn from initiatives of innovative ventures, and to create a platform for knowledge-sharing and partnerships.

KEYNOTE SPEAKER

Padma Shri Prof. Anil Gupta

The inaugural session was graced by Padma Shri Prof. Anil Gupta, Executive Vice-Chairman, National Innovation Founda-

tion & Founder, Honey Bee Network and Professor in the Centre of Management in Agriculture, IIM-A.

Delivering the keynote address, Prof. Gupta stressed on the need for grassroots level innovators, the need to empower them, recognise social entrepreneurs and reward them by safeguarding their interests. He talked about his idea on social entrepreneurship and the qualities of an ideal social entrepreneur — daring, innovative and focusing on the grassroots level. He pointed out that every problem had a solution and his belief that the ability to find a way out of tight spots is something an entrepreneur should possess. In his address, Prof. Gupta also dwelt on the embedded mindset and challenges that a social entrepreneur would face and how to tackle it.

OTHER SPEAKERS

Other speakers and panelists at the event include:

- ◆ **MV Ashok**
Chief General Manager, NABARD
- ◆ **Ajith Basu**
Chief Program Executive, Agastya International Foundation
- ◆ **Biplab Ketan Paul**
Director, Naireeta Services
- ◆ **Dhruv Lakra**
Founder & CEO, Mirakle Couriers
- ◆ **Franz Gastler**
Founder & ED, Yuwa India
- ◆ **Nalini Shekar**
Co-Founder, Hasiru Dala Wastepickers' Collective
- ◆ **Nitin Agrawal**
COO & CFO, Intellegrow
- ◆ **Dr. Pradip Sarmah**
Founder, Rickshaw Bank & ED, Center for Rural Development
- ◆ **PR Ganapathy**
President, Villgro Innovation Foundation
- ◆ **Dr. Rangan Varadan**
Founder, Micrograam
- ◆ **Umadevi Swaminathan**
Managing Director, RUDI Multi Trading Company Ltd

SESSIONS

Eight different panels deliberated upon

ways of educating and empowering rural India and advocated dialogue on social development. The topics discussed during the conference were:

- ◆ **Inaugural Panel:** Support Ecosystem for Social Innovations
- ◆ ICT for People and Development
- ◆ Innovations in Education Delivery
- ◆ Interventions for Youth Transformation
- ◆ Innovations in Farm Support
- ◆ Collectives as Entrepreneurs
- ◆ Livelihoods on the Fringe of Society
- ◆ Investing in Development

ORGANISERS

The conference was organised by Fr Arrupe Centre for Ecology and Sustainability

(FACES) and SIGMA, XLRI's students' committee for social initiatives.

FACES

FACES was inaugurated in 2012 at XLRI Jamshedpur campus.

Fr Arrupe Centre for Ecology and Sustainability is a multi-disciplinary centre, which aims to provide thought leadership to promote policies, practices and dialogue for a holistic and sustainable development of society and enterprises.

SIGMA

SIGMA, which came into existence in 2002, is a society of a group of budding future corporate managers, who consider it their duty to work for the community. They provide solutions to certain problems or suggest appropriate ideas to issues concerning community development. The main aim of the group is to help social institutions like NGOs formulate effective fund-raising strategies, develop new programs, curtail expenses and perform better.

Please write to us at magis@xlri.ac.in

BY NUMBERS

Days: 3 days

Sessions: 8

Speakers: 28

Participants: 150-170



Dr. Madhukar Shukla, Co-ordinator, FACES, addresses the gathering

7th National Industrial Relations Conference

XLRI ORGANISED the 7th National Industrial Relations Conference in collaboration with International Industrial Relations Association (IIRA) and the Friedrich Ebert Stiftung. The two-day conference kicked off on 9 January, 2016, at XLRI Campus. The theme of the conference was Changing IR, Changing times: Make in India and Ensuing Labour Reforms.

The conference was inaugurated by PP Mitra, Principal Labour and Employment Advisor, Ministry of Labour and Employment, Government of India and Prof. Kuriakose Mamkootam, Director and Professor, School of Business, Ambedkar University, Delhi, in the presence of TV Narendran, Chairman, Board of Governors at XLRI and MD - Tata Steel India and South East Asia and Fr E Abraham, SJ, Director, XLRI. The conference saw participation from a varied group, trade union leaders, industry stalwarts, academia from all parts of the country and students from premier B-Schools.

CONCERNS RAISED:

In his inaugural address, PP Mitra, the Guest of Honour, said that the main focus of the ministry is labour reforms and to see that all rights of the labour must be respected. He further said the Union government plans to issue an Unorganised Workers Identification Number (UWIN) for unorganised workers to ensure them best benefits of government welfare and industrial policies and this will be a landmark for implementation of government policies for unorganised workers.

Narendran emphasised on the increasing need for collaboration between the management and the union and said, "It is fundamental as to how the management and the union can learn from each other



PP Mitra lights the inaugural lamp as (From left) Prof. K Mamkootam, TV Narendran and Fr E Abraham, SJ, look on

and work together which would help to cope up with challenges."

Prof. KR Shyam Sundar, XLRI, said "The key messages that arose out of the deliberations are, viz. the need to have policies to address the rising inequities in the labour market, to continue the restructuring of the perspectives by the stakeholders, to create a more inclusive labour movement, to realise the importance of workers in the rural areas and in the informal economy. To ensure that Make in India campaign is a success social dialogue is necessary to create a just and efficient industrial relations system and the need to understand the complex dynamics of labour market in order to design policies relating to skill development and employment generation."

PAPER PRESENTATIONS ON:

- ◆ Make in India - Indian Labour Reforms and Perspectives from Global Best Practices
- ◆ Industrial Relations in the Unorganised Sector
- ◆ Emerging Issues in Industrial and Employment Relations in India

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Views discussed during the meet:

MAKE IN INDIA: INDIAN LABOUR REFORMS AND PERSPECTIVE FROM GLOBAL BEST PRACTICES

Chaired by Prof. Ravi Srivastava, Professor, Centre for the study of Regional Development, School of Social Sciences, JNU, Delhi

INDUSTRIAL RELATIONS IN THE UNORGANIZED SECTOR

Chaired by Virjesh Upadhyay, All India General Secretary Bharatiya Mazdoor Sangh

MAKE IN INDIA — INDIAN LABOUR REFORMS AND PERSPECTIVES FROM GLOBAL BEST PRACTICES

Chaired by Prof. Santanu Sarkar, XLRI

EMERGING ISSUES IN INDUSTRIAL AND EMPLOYMENT RELATIONS IN INDIA

Chaired by Dr. SK Sasikumar, Senior Fellow, VV Giri National Labour Institute

Training Programme for Government Officials

ASPECIAL Training Programme for select officials of the government of Jharkhand was held in XLRI. The Urban Department and the Housing Department of the Government of Jharkhand had entered into a knowledge partnership with XLRI and Tata Steel as a part of its ambitious plan of improving the infrastructure in major cities of the state.

PROGRAMME:

Government had selected 85 city officers who would be implementing the projects. These city officers went through a rigorous three-week training programme at XLRI from 19 November to 9 December, 2015. The training programme was jointly developed by XLRI, Tata Steel and the State Government of Jharkhand. The training also included site visits to Jamshedpur facilities of Tata Steel for demonstration of good practices.

SESSIONS:

As part of the programme, XLRI faculty imparted training on various functional aspects of management ranging from communication, project management, teamwork and evaluation of public projects. Professionals from JUSCO took sessions on water supply and sewerage, public health and sanitation, solid waste management and city master plan, while senior bureaucrats from the government gave training on central and state government rules, budgeting, centrally sponsored schemes and issues relating to working in the public sector.

COMPLETION CERTIFICATE:

The completion certificates for the training programme were given to the city officers who had participated in it in the presence of AK Singh, Principal Secretary, Urban Development Department, Govt. of Jharkhand, Fr. E Abraham, SJ, Direc-



Director, XLRI, Fr E Abraham, SJ, addresses the government officials during the training programme



tor of XLRI, Sunil Bhaskaran, VPCS, Tata Steel, Dr Amitabh Kaushal, Deputy Commissioner, East Singhbhum and other dignitaries.

XLRI DIRECTOR

Fr. E Abraham, SJ, applauding the initiative said, "XLRI strives at being a management school with a passion for

academic excellence and professional integrity. The mission of the institute seeks to encourage entrepreneurship and social consciousness. XLRI attaches high importance to state development. We, at XLRI have an unflinching commitment towards the growth and development of the society. We are happy to have partnered the Urban and the Housing Department of the Government of Jharkhand in its ambitious plan of building infrastructure."

He also added, "In the past, we have worked on various consultancy projects for the government of Jharkhand. Also, XITE, our sister concern is completely devoted in grooming tribal students and others to be professional leaders. Going forward, we would be happy to partner with the Government of Jharkhand in many such endeavours in the interest of state development.

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37th MAXI Fair Goes Digital

The 37th MAXI Fair, the annual disguised market and consumer behaviour research fair, was hosted by the Marketing Association at XLRI on 16 and 17 January, 2016 at XLRI.

THEME DIGITAL INDIA

Keeping in sync with the theme of the event, for the first time the fair ground at XLRI campus was enabled with free WiFi.

FOOTFALL
10,000 visitors

MARKETING RESEARCH

Known for its innovation and legacy, MAXI Fair 2016 conducted marketing research for some of the top FMCG companies like:
V HUL
V Mondelez
V Marico & PepsiCo Ltd

Research for business to business category: was conducted by the MAXI team for the first time in association with The Tinplate Company of India (TCIL).

RESEARCH ADVISOR

This was the first time market research giant Nielsen partnered with MAXI Fair as the official market research advisor and conducted a workshop on campus for the participating research teams.

MAXI MISSION

MAXI aims to hold high its drive for innovation, for marketing and for territories unexplored. As the torch bearers of tradition, MAXI would like to keep the marketing flag flying high at XLRI - through experiences and engagement, through conferences and competitions and through persistence and passion.

ABOUT MAXI

The Marketing Association at XLRI was established in 1971 under the Societies Act of India and is one of the oldest student committees in India. It is a student committee that annually organises an annual digital marketing event, a number of marketing talks, interactive sessions and MAXI Fair. It also holds a place in the Limca Book of Records for its outstanding online presence.



HIGHLIGHTS OF THE EVENT

RACE TRACK: MAXI Fair 2016 partnered with Ola Cabs for a remote controlled Race Track that was designed by MAXI members.

CLEANATHON: Cleanathon was hosted as part of the Banega Swachh India campaign in association with the leading hygiene product brand Dettol to carry forward responsibility towards a cleaner India.

KEY ATTRACTIONS

Laser Tag

Unmanned Aerial Vehicle (Drone) show

Babban Khan, India's famous street magician, performed at MAXI

Miss Jamshedpur — a talent hunt competition

Cooking Without Fire — a cooking contest

Court Marshall, play by DRACULA members

Raju Srivastava, stand-up comedian, performed on the last day of the fair



MAXI Fair ground swarming with an enthusiastic set of audience



Comedian Raju Srivastava (In the circular inset) performs live during the fair along side other events during MAXI

ENSEMBLE 2015

The most awaited annual management summit of XLRI, Ensemble 2015, was inaugurated by chief guest Shyaam Subramanian, Senior City Director at Teach for India, in the presence of Fr E Abraham, SJ, Director of XLRI, Fr S George, SJ, Dean – Administration, XLRI and Fr James Santhanam, SJ.

In his speech, Subramanian recounted his personal experiences of working for Teach for India and the new progressive leadership required to propel our nation to greater heights by ushering in the winds of change. He emphasised on the importance of having conviction in our vision, inspiring leadership skill and a need for collective dialogue.



Chief guest Shyaam Subramanian lights the inaugural lamp as (Third from left) Fr S George, SJ, Fr E Abraham, SJ and Fr James Santhanam, SJ, along with student members of the organising team look on

THEME

PROGRESSIVE INDIA: WINDS OF CHANGE

DAYS
3-day event

EVENTS
Over 40 events

BUSINESS DOMAINS
The events covered business domains ranging from:

- ◆ Finance
- ◆ Marketing
- ◆ Operations
- ◆ Industrial Relations
- ◆ HR

COVETED PRIZE MONEY
Rs. 15 Lakh

PARTICIPATION
Over 3,000 teams
From top B-schools including IIM-A, IIM-B, IIM-L, FMS, IIM-S, NMIMS, MDI

PROMINENT CORPORATES
The event was partnered by prominent corporate names like:
TAS, SBI, HPCL, Turtle, London Bridge, SCNext, Juran Academy, Safexpress, Campus Diaries, Tata Nano 25Under25, OML Media, Camlin Tora, Indigo Airlines, Idea, Prozene, Eminence, Lakme, Truly Madly, Classmate, IDBI, eBay, Kingfisher, JUSCO, Tata AIG, Coca Cola and Teach for India among others.

MANAGEMENT EVENTS

- ✓ **Strategikon** (the flagship Consulting event)
- ✓ **Prometheus** (the flagship event in Finance)
- ✓ **Helios** (the flagship Operations event)
- ✓ **Strike or Yield** (the flagship event in IR)
- ✓ **Genesis** (the flagship entrepreneurship event)
- ✓ **Poseidon and Apollo** (domain events of BM and HR)
- ✓ **Next Gen Leader, Circus Maximus, War of Wits & Mock United Nations**

INFORMAL EVENTS

- ✓ **MasterChef**
- ✓ **Advocatus Diaboli & CASH Debate**
- ✓ **Face painting**
- ✓ **Acoustic JAM Session**
- ✓ **Paintball**
- ✓ **Karaoke**
- ✓ **NBA JAM** — a touring college basketball and youth festival which had enthusiastic participation from school students across Jamshedpur as well as management students

CULTURAL PROGRAMMES

- ✓ **Solaris**
- ✓ **Spell Bee**
- ✓ **20 Questions**
- ✓ **Taj Mahal ka Tender** — a satirical play
- ✓ **UnSingle Tour** with Abish Mathew and Kaneez Surka — the stand-up comedians

MUSICAL EVENINGS

- ✓ **Indian Ocean**
- ✓ **Bodhi Tree**
- ✓ **Nucleya** featuring Sickflip



Daan Utsav

The seventh edition of Daan Utsav (formerly known as The Joy of Giving Week) was celebrated in Jamshedpur by XLRI students for a week starting from 2 October, 2015. This year the event was organised on a much larger scale with 10 social organisations and 30 schools joining hands for the noble cause.

The week-long event commenced with loads of activities like collection of clothes and mosquito nets, distribution of foodgrains and medicines among the poor besides making garbage bags with newspapers. "We are looking forward to expand the reach of the festival. So far, the philanthropic activity was concen-

trated in certain pockets of the city. This year, we are trying to involve more people and continue with the social activities and donations throughout the year," said Dr. Madhukar Shukla, faculty member of XLRI who spearheads the activity in Jamshedpur.

THE UTSAV

Daan Utsav is a public festival of philanthropy, which was launched across India in 2009, to celebrate and promote various acts of giving – like giving money, time, resources and skills. It is celebrated every year starting from Gandhi Jayanti, 2 October. The ideology that drives the event is to **DONATE FOR DIGNITY**.

DONATE FOR DIGNITY:

One of the major city-wide initiatives is to donate for material resources, and distributing them to the under-served and needy segments of the society through NGOs and civil society organisations. Some specific collection and distribution initiatives planned with the help of local schools, industries, Rotary Club, community organisations, NGOs and general public include:

VASTRA-SAMMAN: A donation drive to collect wearable (clean and complete) clothes, blankets, shawls etc., which will be distributed to the less-privileged through partner NGOs

ANN-DAAN: A donation and distribution drive of dry ration through local NGOs to ensure that they reach needy beneficiaries

DONATE A TOY, DONATE A SMILE: Along with the other donation drives which are already part of the fest, a specific drive was launched to collect toys for children in orphanages.

GRAMEEN-SUVIDHA -- Help Making Villages Resource-Rich: A donation and distribution drive to provide simple utility items to remote villages around Jamshedpur.

VISIT TO NIRMAL HRUDAYA: Around 10 XLRI students visited Nirmal Hrudaya, a home for elderly and left behind, to spend time with them. They also distributed sweets and other goodies among the inmates.

THE DAY OF THE GIRL CHILD: Students organised a fun-day for girl children in an orphanage in the city.

XL LABOUR DAY: The XLRI students felicitated the maintenance staff by celebrating XL Labour Day and serving them lunch.

KEH-KAHA: Keh-keha is a much awaited event for nearby school students. About 50 children from Agrico and Bhalubasa centers of DLM were invited to the campus. A workshop on learning critical lessons of life along with painting competition and team building activities was organised for them.

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XLRI students participate in the activities organised during the week-long Daan Utsav

Kshitij 2015



Participants of Kshitij release balloons outside the Tata Auditorium; school children hold on to their paintings

The flagship event of CII Yi, Kshitij, is an annual cultural event hosted at XLRI. It provides a unique platform for the students of tier II and III schools to showcase their talent and be recognised for it. The event was conducted at XLRI campus on 27 September, 2015. Over 700 students from 19 schools, from around Jamshedpur, participated in the event. The activities hosted by the student members of CII Yi included: dance competition, stage play, quiz, painting competition, story telling and talent

show. The judges and the audience were delighted to see the talented performance of the students. The Young Achiever Scholarship that was initiated in 2014, was awarded to deserving candidates this year as well. The scholarship covers the tuition fees of the awardee for an entire year. Through this, CII Yi XLRI aims to support students from financially weak background to fulfil their dreams and scale greater heights. The scholarship was presented during Kshitij.

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TEDx XLRI



TEDx speakers



TEDxXLRI was hosted for the third consecutive year on the theme Soaring High: Ideas Scaling New Heights. The speakers for this year included Anand Pillai, Managing Director of Leadership Matters Inc. and Ex-Sr. Executive Vice President and Chief Learning Officer at Reliance Industries Ltd, Harish Iyer, a social rights activist, Archana Sardana, India's first woman civilian BASE jumper and Rajiv Jayaraman, Founder-CEO of Knolscape, Kunal Rao, a stand-up comedian, Meghna Pant, a journalist, Mani Vajipeya-

jula, founder-CEO of Banyan Nation, and Rasika Shekar, trained vocalist and flautist both in Carnatic and Hindustani classical music. These eight speakers from different walks of life shared their stories about career, life and a positive outlook.

TEDx
TEDx is a self-organised event that brings people together to share a TED-like experience. At a TEDx event, the participating speakers try to spark discussions within a small group by sharing their life experiences. These local, self-organised events are

branded TEDx, where x stands for independently organised TED event.

About TED
TED is a non-profit organisation devoted to ideas worth spreading. Started as a four-day conference in California almost 30 years ago, TED has grown to support its mission with multiple initiatives. Bill Gates, Sir Richard Branson, Nandan Nilekani and former UK Prime Minister Gordon Brown are some of the names to appear in the list of TED speakers.

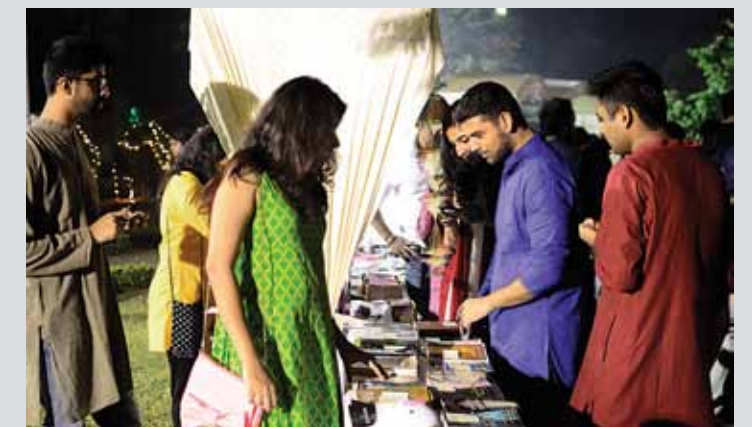
SILENT AUCTION

Silent Auction, an annual charity drive was conducted in XLRI campus in November as part of the Diwali celebrations. Silent Auction is an initiative by CII-Yi. Memorabilia and souvenirs collected from students and faculty of XLRI are auctioned and the proceeds were donated

for the treatment of lung cancer patients in Tata Memorial Hospital.

In keeping with last year's tradition, innovative services were also auctioned. Professors offered to take a session on yoga and editing and proofreading.

The XLRI fraternity showed an overwhelming response and made the event a truly enjoyable one, all in the spirit of Greater Good.



XL-IIMC Annual Sports Meet

THE MUCH anticipated XL-IIMC sports meet, 2016 was held at XLRI, Jamshedpur. The first day of the annual sports meet saw the two teams battle each other in matches of cricket, volleyball, throwball, badminton and carom. While IIM-C got the winning score in cricket and carom, XLRI teams displayed outstanding performance in women's volleyball, women's throwball, table tennis-men's singles and doubles and badminton men and women and doubles.



XLerate 2016

ACADEMIC, CULTURAL
AND SPORTS FESTIVAL
EXCLUSIVELY FOR ONE
YEAR MBA STUDENTS

THE THIRD Edition of XLerate, XLRI's flagship national-level sports, leadership and cultural festival, was organised by GMP students from 12 to 14 February, 2016, at Jamshedpur campus.

The three-day meet witnessed one-year MBA students from premier management institutes across India, such as IIM- Calcutta, Lucknow, Shillong, MDI-Gurgaon, SP Jain- Mumbai,

XIM-Bhubaneswar, Great Lakes- Chennai competing with each other in various sporting, leadership, and cultural events. This year XLerate kick-started its events with the launch of XL Aasha, a unique sporting event for underprivileged students.



The competition witnessed all the participating institutes put up a great show. While Great Lakes Institute of Management emerged winner in football, lawn tennis, volleyball, table tennis and badminton; XLRI claimed the winner's medal in cricket, chess and carom. XIMB did justice to their rich sporting heritage by taking the top spot in athletics. SP Jain-Mumbai won the case study competition.

Several cultural events were also organised during the fest, starting off with Melodia – single and duet song performances by the participating students. This was followed by Danzare, a dance competition. XLRI bagged several medals in the fashion show by displaying some glamorous moves and styles.

XLRI was declared the overall winner of XLerate 2016.

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Disha'15 session in progress

Disha 2015

STUDENTS OF XLRI under the banner of Samarthyaa, a student body dedicated to the holistic development of schoolchildren of Jamshedpur, organised Disha'15 to provide career guidance to students.

Disha, a career counselling workshop, saw participation of around 300 students of both Class X and XII along with their parents. Students from Loyola School, Motilal Nehru Public School, DBMS, ADLS Sunshine, Kerala Samajam Model School, Rajendra Vidyalaya, Beldih Church School, DAV, Narbheram Hansraj English School, JH Tarapore, Little Flower, KPS Burma Mines, Carmel Junior College and St. Mary's English High School participated in the event.

The key speakers at the workshop were Fr. Sebastian Puthenpura, Principal, Loyola School, Indrani Singh, Principal, ADLS Sunshine School, Ronald D'Costa, hotelier and XLRI alumnus, Sr. Doris D'Souza, AC, Professor of Ethics and Sustainability, XLRI, and Prof. ISF Irudayaraj, XLRI, Co-ordinator, CEMLR and Chief Advisor, Samarthyaa.

The event commenced with the lighting of the inaugural lamp and a welcome address by Prof. Irudayaraj. This was followed by several keynote speeches by the speakers. Fr. Sebastian spoke of dissonance caused by wrong career choices and encouraged

students to live by the dictum of 'stay hungry, stay foolish'. Another speaker Indrani Singh stressed on teachers being guides, mentors as well as friends to their pupils and inspired students to break stereotypes. Sr. Doris emphasised on the three pillars of life — nature, nurture and teacher. Ronald D'Costa talked of entrepreneurship and taking the road less travelled.

The counselling session started with a discussion by experts on the process of selecting a career. The discussion was followed by students of XLRI, from diverse backgrounds, sharing their experience of choosing a career path.

There were kiosks for various career options like law, sociology, commerce, arts, medicine, biotechnology, engineering, mass media, hotel management and armed forces where XLRI students of the relevant background addressed individual questions and doubts.

Encouraging the student's initiative, Prof. Irudayaraj said, "It is indeed a great initiative on the part of XLRI students to reach out to school youth to help them understand the purpose and meaningfulness of a happy life. It is a commendable activity which our students have undertaken as a part of Centre for Education, Research and Leadership of XLRI."

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IdeaKon by E-Cell

Entrepreneurship Cell of XLRI organised IdeaKon'15, a talk series cum networking event in November, with the aim of bringing the real life stories of entrepreneurs to the campus. The primary purpose was to encourage students to take up entrepreneurship as a career path.

The speakers comprised a panel of successful start-up entrepreneurs who have already made an impact in the field of e-commerce, agriculture and pharmacy, to name a few. Speaker panel included Ayaan Chawla, Founder & CEO - Asian Fox Developments, Ravi Shankar Mishra, Co-Founder & CEO, Medinfi Healthcare, Sharad Kumar, Co-Founder & Director at Fashionove.com, Dr. Dhaval Shah, Founder – PharmEasy and Jaspreet Singh Saluja, Founding member of housing.com.

Prof. Prabal Sen, XLRI, and mentor of E-Cell, welcomed the speakers and triggered an insightful talk series on entrepreneurship. The session covered a broad spectrum of topics and a variety of subjects, aimed at enlightening the audience about the exciting journey of an entrepreneur — starting from the initial ideation stage to growth and the challenges faced on the course of establishing the start-up. The speakers represented diversified backgrounds like e-commerce, agriculture, pharmacy etc.

With many management institutes successfully operating their E-Cell and creating positive impact on the society, E-Cell of XLRI also wants to contribute to the society by means of supporting entrepreneurship activities that can provide long-term solutions to many problems.

ENTREPRENEURSHIP-CELL

The Entrepreneurship Cell is a student-run body formed with a view to promote entrepreneurship among students. An effort to foster and improve entrepreneurship and related activities, the E-Cell at XLRI, conducts several events, workshops and summits throughout the year.

Reflections-'16 by Samarthya

Reflections'16, a conference focused on bridging the gap between parents and children as well as teachers and their pupils was hosted by Samarthya in January. Samarthya, the youth wing of CEMLR, is an initiative taken by the students of XLRI to help school students realise their full potential by focusing on social and emotional learning.



The organising team of Samarthya

The conference revolved around the theme of Let's Talk and deliberated on sub-themes like relationships and cyber safety.

The speakers invited for the conference included Ratna Sinha, Chief HRM, Tata Metaliks Ltd, Dr. Sanjay Agarwal, Head of Psychiatry Department, TMH, Rajani Shekhar, Principal, DBMS English School,

Chandan Jha, IPS and Prof. ISF Irudayaraj, XLRI.

The speakers emphasised on trust, reasonable expectations, mutual respect, praise, inculcating accountability and communication as the foundation of a strong parent-child relationship. Parents must strike a balance

between over protectiveness and lack of visible care or concern. Teachers can also play the role of emotional care giver when parents falter.

Focused group discussion, team building activities and a cyber-security simulation game

were also organised during the conference. The cyber security simulation game was an interactive, online game to educate students and their parents about creating online safeguards through taking informed decisions.

ABOUT SAMARTHYA:

Samarthya, The Human Potential Centre, is an initiative taken by the students of XLRI to help school students realise their full potential by focusing on their social and emotional development. It is the youth wing of Centre for Education Management, Leadership and Research (CEMLR) at XLRI.

ration, impacts of sustainability on profit, decisive actions and managing people.

Dr. Gourav Vallabh, Professor of Finance, XLRI, commenting on the market scenario said, "Amongst the fastest growing emerging markets, and with a reform-oriented government combined with a renewed and focused industry, India is set to become an economic behemoth. The global economic and business environment is rapidly changing and it has become more than essential to have a sound strategy in place, to sustain and succeed in this fast-changing and uncertain domain."

labour law, improving banking system, making necessary investment on human capital and making it easy to do business in India and also strengthening the basic institutions like the judiciary system.

The second day of the conference was inaugurated by Ashok Venkataramani, CEO ABP News. He addressed the audience on the topic Seven Healthy habits of Profitable Companies. He discussed his mantra for profitable companies like creative aber-

SYNERGY SUMMIT 2015

XLRI hosted the second edition of its national annual conclave, Synergy 2015, in Mumbai. The theme for this year's event was Recipe for Sustainable Profitable Growth in India.

The conference was organised by three students committee of XLRI — Consulting and Research Undertaking @ XLRI (CRUX), Finance Association at XLRI (FINAX) and Association at XLRI for Industrial and Operations Management (AXIOM). Industry stalwarts and academia came together to spark an enriching discussion on current challenges and future outlook for Indian economies and businesses.

In his keynote address Ajay Srinivasan, Chief Executive, Aditya Birla Financial Services, emphasised on improving basic physical infrastructure, reforming land and



The speakers at the Synergy Summit



XL Utsav

The Academic Committee of students organised XL Utsav, a sports and cultural event, for faculty, staff and students of XLRI.

Cricket, football and badminton matches among other sports were played between faculty and students. In the evening cultural programmes (in pictures), including song, dance and performance by XLRI band, Bodhi Tree, were staged for the audience.



SIGMA in Action

SIGMA-oikos (Social Initiative Group for Managerial Assistance) is a committee at XLRI that undertakes socially relevant projects on a regular basis. Most of these projects are handed down to the subsequent batches, and thus, become part of students' activities.

SIGMA tied up with international

agency oikos, Switzerland in 2012. This association gives SIGMA a network of like-minded students and practitioners across the world to share ideas and work together.

Following are SIGMA activities undertaken for a better future for all and for those who need it the most:



PROUD TO RIDE

SIGMA-oikos in association with SAC (Student Affair Council) launched a Campus Cycle Project, with a pilot run of 36 cycles to commute between the old and the new campus. The initiative is a small step towards a greener future. SIGMA hopes to take this initiative forward and add more cycles in phases. [In picture: Fr S George (Left) and Dr. Madhukar Shukla ride the bicycle to launch the project; SIGMA team members during the launch]



SPOT CLEANING

SIGMA-oikos started the Spot Cleaning initiative at Khalsa School in Golmuri, Jamshedpur. Around 20 XLRI students volunteered for this project and helped the SIGMA members in the cleaning drive. The drive involved cleaning and beautifying a chosen spot. Through this, SIGMA hopes to extend the Swachh Bharat Abhiyan into reality as well as make an impact in keeping the area clean.

The second Spot Cleaning Drive was conducted as a sanitation awareness drive, part of Hand Wash Behaviour Change Program. Around 30 volunteers from XLRI participated in the drive in Beldih Basti, Jamshedpur. (In picture: SIGMA members during the Spot Cleaning drive)

UNIFIED SPORTS EVENT



UNIFIED SPORTS EVENT

SIGMA-oikos in association with Jeevika, hosted a Unified Sports Event in November. Jeevika is a local NGO that runs a training centre for children with special needs. It uses sports as a means to instill self confidence in the kids and improve their overall well-being. Students of XLRI volunteered to play with the children and encourage them in their efforts.

BLOOD DONATION CAMP

A blood donation camp was organised in association with HDFC Bank. These camps are organised annually at XLRI, and blood donated by the students at these camps goes to cancer hospital or government hospitals where people of extremely modest means from nearby villages come for treatment.

MENTOR MENTEE: COUNSELLING SESSION FOR STUDENTS

SIGMA-oikos in collaboration with Kasidih High School and Kerala Samajam Model School launched the Mentor-Mentee Counselling Initiative. In this initiative, XLRI students mentor school children belonging to financially weak background. Mentor-Mentee programme is not restricted to only career counselling but includes all aspects of counseling that a child may require e.g. moral, parental issues etc. To ensure continuity in the mentor-mentee

MENTOR MENTEE



relationship, at the beginning of each academic year, a new member will be taken in each team from the incoming junior batch to replace the senior mentor.

MANTHAN- THE CASE STUDY COMPETITION

SIGMA in association with team Ensemble organised Manthan, a case study competition as part of Ensemble 2015. The competition allowed participants to work on a real-time problem related to the operations of Okhai, a CSR initiative of Tata Chemicals Ltd. Their recently opened Jamshedpur store, called Okhai-Karigar, was not making sales to its potential, and this was floated as a live case study. Six shortlisted teams came down to XLRI campus for the final round, where they were given 20 hours to come up with innovative and cost-effective solutions. The presentations encompassed an analysis of the current scenario, understanding the operations of the store, providing a strategic business plan and finally, implementation of the plan.

SIGMATOONS

SIGMAToons aspires to influence students of XLRI about day to day activities with socially relevant messages. It includes cartoon strips with small but impactful messages like saving electricity, food and water. SIGMAToons is published on the Facebook page of SIGMA-oikos once every two weeks. It is one of the important initiatives of SIGMA to influence sustain-



MANTHAN

able living in the campus.

Apart from these there are many activities which are conducted on perpetual basis like Basic Computer Literacy Program (BCLP), collection of unused paper for recycling etc.



AWARD WINNERS

Lifetime Achievement Award

DR. AQUIL BUSRAI,
CEO, Aquil Busrai Consulting
(PMIR '72)

Distinguished Alumnus Award — Practicing Manager

AMAR BABU,
COO, Lenovo Asia Pacific and Chairman
Lenovo India (BM '89)

CHANDRAMOULI VENKATESAN,
MD, Mondelez India Foods Limited (BM '91)

PS JAYAKUMAR
CEO, MD and Director of Bank of
Baroda (BM '86)

Distinguished Alumnus Award — Academician

DR. SAROSH KURUVILLA,
Professor of Comparative Industrial Relations,
Asian Studies and Public Affairs, Cornell
University, Ithaca, NY (PMIR '81)

DR. RAGHU GARUD,
Alvin H. Clemens Professor of Management &
Organization; Research Director of the Farrell
Center for Corporate Innovation and Entrepreneurship,
Pennsylvania State University (BM '80)

Distinguished Alumnus Award — Young Achiever

DNV KUMARA GURU,
Director, External Relations and
Human Resources, Indian School of Business
(GMP-2005)

Distinguished Alumnus Award — Entrepreneur

MAHESH YAGNARAMAN,
Co-Founder & MD, First
Energy Pvt. Ltd (BM '88)

Distinguished Alumnus Award — Allied Fields

ANURAG BEHAR,
CEO, Azim Premji Foundation (BM '92)

ALUMNI HOMECOMING 2015

XLRI Felicitates Eminent Alumni with Distinguished Alumnus Awards

The Alumni Homecoming 2015 felicitated nine prominent alumni of the institute with the Distinguished Alumnus Award in six categories. The two-day long celebration that commenced on 7 November comprised alumni interaction with staff and faculty and presentation by students.

Around 250 XL alumni participated in the homecoming. The homecoming that was first organised in 2004 has now evolved into an annual event where over 200 alumni get together every year to reconnect with friends and the institute. Homecoming gives alumni not only a chance to connect and visit old haunts, but also gives them an opportunity to see and appreciate XLRI's growth.



Welcoming the alumni **TV NARENDRAN**, Chairman- Board of Governors, XLRI said, "Very few management schools in India have the DNA that XLRI possesses given its Jesuit management background and the emphasis the institute lays on ethical and responsible conduct by its alumni. I once again wish all XL alumni a hearty welcome to Homecoming 2015."



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 services both nationally and abroad. They are the torch-bearers of the XL-Culture and have taken the vision and mission of XLRI to the world."



RANA SINHA, Former Managing Director, Tata Hitachi Construction Machinery Co. Ltd & National President, XLRI Alumni Association said, "I am privileged to welcome the alumni across all batches back to our beloved institute. Apart from the quality education, infrastructure, affiliation with industry, etc. brand XLRI has also been greatly strengthened by the number of alumni holding key positions across the globe in academia and industry and the power that they wield."

ALUMNI UPDATES

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 makes 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 society. Here are some of the names that have made it big in the past few months.



Kronos Incorporated appoints **RAJIV BURMAN (XL'89)** as Head of HR for Asia Pacific. Burman has more than 25 years of HR experience in various MNCs like Accenture, American Express, and Microsoft in regions such as Canada, India, and the US.

LEENA NAIR (XL'92) took over as the Chief HR Officer of consumer goods giant Unilever.



IRWIN ANAND (XL'2005) took over as India Chief Operating Officer of OLX.



Omni App, co-founded by **JACKSON FERNANDEZ (XL'2007)**, is a proximity-based communication platform that lets users discover and interact with entities like public agencies and businesses in their vicinity. Omni received the Best Innovation Award at the Global Mobile Internet conference.



Founder-entrepreneur, **PRADEEP NARAYANAN (XL'82)** received three CII Innovations Awards. Narayanan's career counselling and college admission assistance provider centre, Admizzionz Campuz, won the Confederation of Indian Industry's (CII) Grand Award — Most Innovative Start-up at the CII Innovation and Entrepreneurship Summit 2015. It also received awards for the Best Service Start-up and the Top 10 Promising Start-ups at the summit.



India's leading e-commerce fashion player Myntra has appointed **GUNJAN SONI (XL'2003)** as Chief Marketing Officer and Head-International brands business.



ASHRAF PATEL (XL'90), co-founder of Pravah, is among the four finalists of Social Entrepreneur of the Year- India 2015 Award. Pravah is a well-established adolescent and youth leadership development organisation.



NIRMALA MENON (XL'84) named among the top 50 diversity professionals in the industry. The Global Diversity List, supported by The Economist, recognises the achievements of individuals who have made the practice of diversity and inclusion their career and who currently work as a professional in the field of diversity.

XLERS ON WRITING SPREE



DIPTAKIRTI CHAUDHURI'S (XL'99) book *Written by Salim-Javed: The Story of Hindi Cinema's Greatest Screenwriters* tells the story of Salim-Javed's dynamic partnership.



SATINDRA SEN'S (XL'91) *Calling India* gives an insight into India's BPO boom and the job opportunities it has created for the young english educated Indian.



All the World is a Stage — Drama and its Evidence in the Corporate World by **TT SRINATH (XL'78)** gives an insight into the corporate world drama.

REUNION DELIGHT

1975, 1979, 1980 Batch



1990 Batch



Management Development Programmes

July 11, 2016 to February 24, 2017



Title of the Programme	Programme Coordinator(s)	Dates	Venue	Title of the Programme	Programme Coordinator(s)	Dates	Venue
		2016					
Basic Leadership Skills	Fr. S George, SJ & Sunil Sarangi	July 11 - 15, 2016	XLRI	Certification Programme on The Art and Science of Competency Based Interviewing	RK Premarajan	Nov. 24 - 25, 2016	Bangalore
Execution Excellence	Abhishek Chakraborty, Dipankar Bose, Trishit Bandyopadhyay	July 20 - 22, 2016	XLRI	Financial Inclusion, Social Banking & Microfinance	Prabal K Sen	Nov. 28 - Dec 1, 2016	XLRI
Strategic Industrial Relations	Pranabesh Ray	July 25 - 29, 2016	XLRI	Team Building and Conflict Management	ISF Irudayaraj	Dec. 5 - 9, 2016	XLRI
Professional Sales Management	Pingali Venugopal	Aug. 8 - 12, 2016	XLRI	Data Analytics and Visualization	SK De	Dec. 5 - 9, 2016	XLRI
Labour Laws for Corporate Managers	PK Padhi & Tina Stephen	Aug. 11-13, 2016	XLRI	Transformational Leadership	ES Srinivas & J Singh	Dec. 6 - 9, 2016	XLRI
People Analytics	Gloryson R B Chalil	Aug. 16 - 19, 2016	XLRI	Out-Think!- How to Use Game Theory to Outsmart Competition	Sumit Sarkar	Dec. 12 - 13, 2016	Bangalore
Business Analytics for Managers	PC Padhan	Aug. 22 - 26, 2016	XLRI	Managing Diversity in Workplace	Anita Sarkar	Dec. 12 - 16, 2016	XLRI
Responsible Leadership with Passion and Purpose	Ram Kumar Kakani & ISF Irudayaraj	Aug. 29 - Sept 2, 2016	Mumbai	Mentoring, Coaching & Counselling for Personal and Managerial Effectiveness	ISF Irudayaraj	Dec. 12 - 16, 2016	XLRI
Business Partnering Competency for HR Managers	Gloryson RB Chalil	Sept. 5 - 8, 2016	XLRI			2017	
Finance for Non-Finance Executives	Santosh Sangem	Sept. 12 - 16, 2016	XLRI	Beyond Coping: Thriving Under Stress in the Workplace	Manish Singhal	Jan. 16 - 18, 2017	Bangalore
Basic Leadership Skills	Fr. S George, SJ & Sunil Sarangi	Sept. 12 - 16, 2016	XLRI	Empowerment & Leadership for Women Executives	Anita Sarkar	Jan. 16 - 20, 2017	XLRI
Emotional Intelligence and Interpersonal Skills	ES Srinivas	Sept. 19-21, 2016	Mumbai	Creativity, Problem Solving & Decision Making	Tamonas Gangopadhyay	Jan. 16 - 20, 2017	XLRI
Resolving Management Dilemma: Ethical and Moral Approaches	Fr. Ozzie Mascarenhas, SJ and Sr. Doris D'Souza, AC	Sept. 19 - 23, 2016	XLRI	Powering Executive Leadership with Ethics and Morals	Fr. Ozzie Mascarenhas, SJ and Sr. Doris D'Souza, AC	Jan. 16 - 20, 2017	XLRI
Managing Training: Design, Delivery and Impact Assessment	M Srimannarayana	Sept. 19 - 23, 2016	XLRI	Finance for Non-Finance Executives	Santosh Sangem	Jan. 16 - 20, 2017	XLRI
Teamwork Competency for High Performance	MG Jomon	Sept. 21 - 24, 2016	XLRI	Financial Statement Analysis	A Kanagaraj	Jan. 23 - 25, 2017	Mumbai
Communication Skills for Effective Managing	Fr. Francis Peter, SJ	Sept. 26 - 29, 2016	XLRI	Leading and Managing Organizational Change	Rahul Sheel	Jan. 30 - Feb. 1, 2017	Bangalore
Assessor Certification Programme on Assessment Centre Approach to Competency Mapping	RK Premarajan	Sept. 26 - 30, 2016	Mumbai	HR Audit-Leading to Internal Auditor Certification	MG Jomon	Jan. 31 - Feb. 3, 2017	XLRI
Leading Teams for Synergy	Manish Singhal	Oct. 10 - 13, 2016	XLRI	Leading Mindfully	ES Srinivas & Satya Chaitanya	Feb. 1 - 3, 2017	Bangalore
Merger, Acquisition and Corporate Restructuring	A Kanagaraj	Oct. 17 - 20, 2016	Mumbai	Lean Thinking & Management	Ajith Kumar J	Feb. 2 - 4, 2017	XLRI
Sales & Marketing Strategies for Publishing Professionals	Fr. Francis Peter, SJ	Oct. 17 - 21, 2016	XLRI	The Amazing Market Makers of India: Insights and Inspirations	Sharad Sarin	Feb. 6 - 8, 2017	Mumbai
Managerial Effectiveness Through Self-Awareness	ES Srinivas	Oct. 25 - 27, 2016	Bangalore	Leadership Excellence through Self-Discovery	Manish Singhal	Feb. 6 - 9, 2017	XLRI
Influencing Through the Power of Communication	Sunil Sarangi	Nov. 7 - 10, 2016	XLRI	HRM for Line Managers	M Srimannarayana	Feb. 6 - 10, 2017	XLRI
Human Resource Development	M Srimannarayana & ISF Irudayaraj	Nov. 14 - 18, 2016	XLRI	Basic Leadership Skills	Fr. S George, SJ & Sunil Sarangi	Feb. 6 - 10, 2017	XLRI
Basic Leadership Skills	Fr. S George, SJ & Sunil Sarangi	Nov. 14 - 18, 2016	XLRI	Advanced Corporate Finance	A Kanagaraj	Feb. 13 - 15, 2017	Mumbai
Leadership Competency for Star Performance	MG Jomon	Nov. 16 - 19, 2016	XLRI	Effective Performance Management	Pranabesh Ray	Feb. 20 - 24, 2017	XLRI
Interpersonal Effectiveness Through Communication Skills	Manish Singhal	Nov. 21 - 24, 2016	XLRI	Supply Chain Analytics	TAS Vijayaraghavan	Feb. 20 - 24, 2017	XLRI
Project Management	Rajiv Misra	Nov. 21 - 25, 2016	XLRI	Assessor Certification Programme on Assessment Centre Approach to Competency Mapping	RK Premarajan	Feb. 20 - 24, 2017	New Delhi

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TURNING PAGES OF TIME

THERE IS something about the old pages and worn out, sepia-tainted pictures that go beyond mere nostalgia. It is the realisation of an ongoing journey that they bring along with them. It whispers the unfolding of a story that began with some people and added many more to its chapters. Turning the pages of time we bring to you footprints of those who have sown the seeds of XLence and carved the path that we now tread. This section goes out to the journey and to the people who have embarked on it and will continue to do so. magis@xlri.ac.in.



Kandeh Yumkela, Director General (UNIDO) Vienna, Austria, at the foundation stone laying ceremony of the Entrepreneurship Development Centre at XLRI on 14 February, 2006



Fr RW Norman, SJ, at the groundbreaking ceremony of Neelima Acharji Hostel



PP Sharma, IAS (former chief secretary, Government of Jharkhand) inaugurates the SC Sarkar Gymnasium on 28 August, 2005



G Ducrey, former ambassador of Switzerland, inaugurates Centre for Small Enterprises on 16 April, 1998



JRD Tata lights the lamp at the inauguration of Business Ethics Foundation in 1991



Babulal Marrandi (Centre), former chief minister of Jharkhand at the inauguration of the Golden Jubilee Block on 21 September, 2001



WILL INDIA TAKE TO DIGITAL ADVERTISING?

NOT ONLY DOES IT REQUIRE A NEW SKILL-SET, THIS TYPE OF ADVERTISING ALSO NEEDS A DIFFERENT MINDSET, DISCUSSES ASSOCIATE PROF. K RAJESHWARI

CONSIDER THIS: India has the largest youth population (age 10-24 years) in the world (UN Report, 2014). In 2020, the average age of the Indian population will be 29 years, as compared to 39 in China and 47 in Japan. Furthermore, 41 per cent of the country's population is below the age of 20.

Why are these statistics important? Because they all point to one important truth as far as media trends are concerned.

The youth in India are fast-growing media consumers. Not only do corporates target them, but a lot of products that the entertainment and sports industry sell are also targeted at this demographic. Given this, most of the advertising in India

needs to take place in a way that appeals to this part of the population.

TELEVISION IS DEAD

There are many traditional forms of advertising, such as television, print, radio, outdoor (billboards), etc., and there are several advantages of using these — it is easier to measure their effectiveness and is also easier to find agencies that have long experience in dealing with this kind of advertising, etc. But despite these reasons, traditional forms of advertising are rapidly losing sheen among youth.

The youth spend more time on the internet today, than watching television or listening to the radio and thus, the credibility of television as a medium to sell products is taking a beating. These days,

consumers are more wary to buy things that are being promoted through such mass media. Additionally, with the advent of smartphones and mobile applications becoming a part of our daily lives, most of the entertainment that was earlier available through traditional media is now being streamed through these handheld devices.

NEW MEDIA

When was the last time you read the paperback edition of a non-fiction book? I recently bought the Kindle version of a management book because it was cheaper than the paperback. Many B-Schools have also started using iPads as a part of their curriculum. Even at the primary and secondary school levels, subject outlines and syllabuses are provided in downloadable

e-formats. All these show that youngsters are fast embracing the digital version across options.

Digital advertising is growing fast and India is likely to lead the pack. Digital media includes the likes of Facebook, Twitter, WhatsApp, LinkedIn and Google, among others. Advertising on these platforms may take several formats and they can be crawlers, banners, blurbs or infomercials. Each format requires a different form of creativity and marketers will need to decide the media expenditure.

The first question would be the amount of money spent on digital advertising versus the amount spent on traditional forms of advertising. While benchmarks are not available, there has to be a substantial

increase towards digital advertising. Second, the digital advertisements have to get more creative. The target demographic, which is the youth, tends to get bored easily and digital advertisements need to address this. Third, and final, would be being comfortable with the uncertainty in the measurement of the digital advertisement's effectiveness. One must remember that since the digital platforms may not have prior norms, it is tough to arrive at metrics for evaluation and companies need to be okay with this.

All in all, digital advertising is a new but fast growing space in media today. Not only does it require a different skill-set, but also a different mindset to be able to be successful in this.

Please write to us at magis@xlri.ac.in

ENTERTAINMENT AND MEDIA MARKET

India vs The World

SIZE OF THE MARKET IN 2013

India --- US\$22.9bn
World ---- US\$1.8 tr

GROWTH OF THE MARKET FROM 2013-18

India --- 11.6% CAGR
World --- 5% CAGR

TOP 3 FASTEST GROWING SEGMENTS

INDIA

Internet advertising -- 20.4%
Video games -- 16.7%
Internet access -- 15.0%

WORLD

Internet advertising -- 10.7%
Internet access -- 9%
Video games -- 6.2%

Source: PwC, Global entertainment and media outlook 2014-2018, www.pwc.com/outlook

NEW FACULTY



DR. SAURABH K PANDYA joined XLRI as Assistant Professor in the Strategic Management area in October, 2015.

CREDENTIALS:

FPM from IIM- Bangalore and MBA from Narsee Monjee [NMIMS],

Mumbai. He has worked in senior managerial positions in Go Airlines, Tata Motors and Unisource Worldwide. Prior to joining XLRI he taught Strategic Management in IIM Raipur. His research areas are leadership development, rapid growth organisations and organisational learning.



DR. TRILOCHAN TRIPATHY joined XLRI as Associate Professor in the Finance area in February, 2016.

CREDENTIALS:

PhD. from Utkal University, Bhubaneswar.

He has over 18 years

of strong research consultation and management training experience under grants, contracts and fee for service basis with industry, independent agencies and organisations.

BOOKS PUBLISHED



DR. SUMIT SARKAR authored Out-Think – How to use Game Theory to Outsmart your Competition published by Sage Publications, New Delhi.



DR. KR SHYAM SUNDAR authored Aspects and Dynamics of Collective Bargaining and Social Dialogue in the Post-Reform Period in India published by Synergy Books India, New Delhi. He also published a chapter on Employment Relations in India in International and Comparative Employment Relations

PROF. PRABAL SEN wrote a chapter on Impact of Technology on Society: Issues and Challenges in the book Society and Technology: Impact, Issues and Challenges published by Janaki Prakashan, Patna.

DR. SHARAD SARIN'S book Strategic Brand Management for B2B Markets: A Road Map for Organizational Transformation (second edition) was published by Sage. He also published a chapter on Higher Education in India at Crossroads: The Imperative for Transcending Stagnation and Embracing Innovation in the book Re-Discovering

University Autonomy.

DR. AK PANI published two book chapters on [1] Tackling Fraud – Collaborative Model for Insurance Companies and [2] Technology Acceptance of E-Services in India: A Perceived Risk Perspective in the Latest Trends of E-Systems: Concepts, Development and Application, 2016.

DR. JAJITH KUMAR published a book chapter on Challenges to E-Governance Projects in Public Healthcare in India in Public Health in India: Technology, Governance and Service Delivery.

OUTGOING FACULTY



DR. ANURATH VENKATRAMAN was with XLRI for three years as an Assistant Professor in the Industrial Relations, HRM area.



PAPER PRESENTATIONS

DR. ARUNDHATI SARKAR presented a paper on Economics Crises and India – EU Trade: a Sectoral Analysis at the Finance and Economics Conference 2015 at Frankfurt am Main, Germany, organized by Lupcon Centre for Business Research in August, 2015.

DR. PITABAS MOHANTY presented a paper on How MNCs Exploit the Minority Shareholders in India at the 10th Annual London Business Research Conference at Imperial College, London, UK in August, 2015.

DR. ARPITA SRIVASTAVA presented a paper on Validating the Materialism Scale on Indian Adolescents at the American Marketing Association Summer Educator's Conference at Chicago, USA, in August, 2015.

DR. TRISHIT BANDYOPADHYAY presented a paper on DEA based MPI analysis of Electricity distribution cooperatives in the Philippines at the conference organised by the Institute of Management Control and Business Accounting at the Technical University of Braunschweig in August, 2015.

DR. RAHUL CHANDRA SHEEL presented three papers on [1] Corporate Social Responsibility Activities: A Critical Look at the 18th Irish Academy of Management Conference at Galway, Ireland, in September, 2015. [2] A Decision framework to distinguish CSR activities from Business Activities and [2] Decision Making Among Academicians in Selecting an Academic conference to Attend at the 2015 Annual meeting of the Decision Sciences Institutes, Seattle, USA in November, 2015.

DR. SAROJ K PANI presented two papers on [1] All Firms do not Gain from Corporate Social Actions: Why do Some Firms Do? at the international conference on Business, Economics, Social Science and Humanities 2015 held at Bali, Indonesia, in September, 2015. [2] CSR Internalization and Competi-

tive Advantage of Firm at the International Conference on Global Studies in Colombo, Sri Lanka in November, 2015.

DR. AMITAVA MUKHERJEE presented a paper on Design and Application of Phase-II Joint Monitoring of Location and Scale Based on Percentile Modified Rank Scores at the 12th Applied Statistics – An International Conference held in Ribno [Bled], Slovenia, in September, 2015.

DR. RAKESH PATI presented a paper on Antecedent and Consequence of Business Model Innovation: Evidence from Indian SMEs at the 13th Globelics International Conference in Havana, Cuba, in September, 2015.

DR. AK PANI & DR. M SRIMANNARAYANA presented a paper on E-Learning: Challenges and Solutions – A Case Study at the 7th International Conference on Teaching, Education and Learning [ICTEL] at La Meridien Resort, Mauritius in October, 2015.

DR. KR SHYAM SUNDAR was invited as panelist at the 57th Annual Conference of the Indian Society of Labour Economics and made a presentation on Manufacturing Sector Growth and Labour Reforms in India held in Srinagar in October, 2015.

PROF. RAJIV MISRA presented a paper on Optimal Portfolio of Supply Chain Risk Management at the 2015 INFORMS Annual Meeting held at Philadelphia, USA, in November, 2015.

DR. TATA RAGHU RAM presented a paper on Dynamics of Small Scale Coal Supply Chains in Jharkhand India: An Analysis from Public Policy and Corporate Social Responsibility Perspectives at the international conference Between the Plough and the Pick: Informal Mining in the Contemporary World at the Australian National University, Canberra, Australia, in November, 2015.

DR. VISHWA BALLABH presented a paper on Socio-economic Transformation of the Tribals in Central India: Lessons and Experiences at the 75th Annual Conference of the Society held at the Punjab Agricultural University, Ludhiana, in November, 2015.

DR. TAS VIJAYARAGHAVAN presented a paper on Towards a Method for Calculating Detectability Score for a Supply Chain Risk: A Fuzzy TOPSIS and Fuzzy AHP Approach at the Decision Sciences Institute [DSI] in Seattle, USA, in November, 2015.

PROF. PRABAL SEN presented a paper on Credit Planning as a Rural Finance Initiative in India at the 4th National Rural Management Symposium held under the auspices of Govind Ballabh Pant Social Science Institute (GBPSSI), Allahabad, in November, 2015.

DR. P VENUGOPAL presented a paper on An Exploratory Study to Evaluate the Impact of Social Marketing Campaigns in India at the ANZMAC 2015 Conference at Australia in November, 2015.

DR. A KANAGARAJ presented a paper on Earnings Management a Technique to Reduce Cost of Capital? – Exploratory Study on Indian Companies at the 15th International Business & Economy Conference [IBEC] at Nürtingen – Geislingen University, Germany, in January, 2016.

DR. RAKESH PATI & DR. NIHARIKA GARUD presented three papers on [1] Roles of Innovative Behavior and Bricolage in New Product Development Process within Hi-Tech Firms: Evidence from India and Antecedents to Business Model Innovation: An Effectual Perspective; [2] Challenges in Scaling-Up: A Study of Social Enterprises in Developing and Developed Economies at the Australian and New Zealand Academy of Management [ANZAM] Conference held in Queenstown, New Zealand, in December, 2015; and [3]

FACULTY ACTIVITIES



Business Models and Firm Performance: Moderating Effect of Firm Age at the European Group of Organization Studies – Asia Pacific Researchers in Organization Studies Conference – 2015 in Sydney, Australia, in December, 2015.

DR. J AJITH KUMAR co-authored two papers [1] Measurement Scales for Technology Generated Customer Contact and [2] A Review of Customer Contact in Service Operations Management at the 19th Annual Conference of the Society for Operations Management at IIM, Calcutta, in December, 2015.

DR. ABHISHEK CHAKRABORTY presented a paper on Competition Under Power Structure in a Two-Echelon Supply Chain at the XIX Annual Conference of the Society of Operations Management held at IIM, Calcutta, in December, 2015.

DR. UDAY DAMODARAN & DR. SUMA DAMODARAN co-authored a paper accepted for presentation on Industry Structure, Entry, Exist and Survival Analysis using Excess Value: Demonstration for Two Indian Industries, 2000-2014 at the World Finance and Banking Symposium, Hanoi, Vietnam in December, 2015.

DR. HK PRADHAN presented two papers on [1] Microfinance Models of Access to Finances: A Comparative Analysis of the Impact of SBLP and MBLP in Deoghar at the India Finance Conference 2015 held at IIM, Calcutta, in December, 2015; and [2] Indian Bond Markets at the 52nd Annual Conference of The Indian Econometric Society held at IIM, Kozhikode, Kerala, in January, 2016.

DR. SANJAY PATRO presented a paper on Innovation and New Product Management at the 4th AIM-AMA Sheth Foundation Doctoral Consortium held at IMT, Ghaziabad, in January, 2016.

DR. M SRIMANNARAYANA presented a paper on Training and Development: Issues and Challenges in Corporate Organizations at the 14th International Conference on Humanities and Social Sciences held at Dubai in February, 2016.

FR E ABRAHAM, SJ, PHD was awarded the Sharda – Top Rankers Excellence Award as Institutional Builder on the occasion of 17th National Management Summit on Global Corporate Battle: Raising the Performance Bar in January, 2016 at Delhi. He was also appointed member of the Senate, NIT, Jamshedpur. He was invited to be a member of the Jharkhand Investment Promotion Board. He has also been nominated as a member of the Civic Amenities & Infrastructure of the Citizen's Advisory Council, Jamshedpur. He attended the board meeting of St Vincent's Pallotti College, Nagpur, in August, 2015. He inaugurated the third batch of GMBA students at Tongji University, China, in September, 2015. Fr Abraham also attended the 19th NHRDN Conference on Architecting the Next Curve: Inspire, Innovate, Impact at Delhi in November, 2015.

DR. SANTANU SARKAR was invited to be on the Panel Discussion on the World Suicide Prevention Day by the Department of Psychiatry, TMH, Jamshedpur in September, 2015. He has been appointed as Adviser to the CHT Taiwan Southern Business Group Worker's Union with effect from 1 January, 2016

DR. GOURAV VALLABH was invited by the President of India in his capacity as the Visitor of Banaras Hindu University to serve on the Selection Committee for recruitment of Banaras Hindu University faculty for a period of three years. He has been appointed as [1] Expert Member of the Committee on Infrastructure for the Ministry of Environment, Forest and Climate Change, Government of India; [2] Member of Expert Appraisal Committee for Infrastructure, Building/Construction and Industrial Estates and other Miscellaneous Projects; [3] Member of the Editorial Board of Productivity Journal; [4] Independent Director on the Board of PNB Housing Finance Limited; and [5] Member of Editorial Advisory Board of the journal The Chartered Secretary.

DR. HK PRADHAN was invited to undertake an assignment from the Commonwealth Secretariat, London, UK to write an e-learning course on Domestic Debt Management to be used for education purposes. He has been appointed as an Independent Director of the

SBI-DFHI, a group company of the State Bank of India, dealing with fixed income securities.

DR. ARPITA SRIVASTAVA was awarded the 2015 Paul R Lawrence Fellowship and presented her case study on Amadubi: A Rural Destination Promotion Challenge at the North American Case Research Association [NACRA] in Orlando, USA, in October, 2015. She was among the 10 awardees selected for this scholarship across the globe.

DR. MANOJ THOMAS has been appointed as Independent Director on the Board of Tata Steel Special Economic Zone Ltd (TSSEZL)

DR. P VENUGOPAL has been appointed as member of the Board of Directors of Tata Metaliks DI Pipes Ltd.

DR. MG JOMON has been nominated as member on the Advisory Board of Global Jesuit Case Studies.

DR. BINO JOSE has been elected as a Council Member in the Indian Library Association [Open Category].

DR. SMITU MALHOTRA has been nominated as member of the Internal Complaints Committee of NIT, Jamshedpur.

DR. AMITAVA MUKHERJEE was appointed as Research Fellow at the City University of Hong Kong. He was working on a research project, Parametric and Non-parametric Procedures for Multiple Process Characteristics, from January to February, 2016.

PROF. PRABAL SEN has been appointed as [1] Independent Director of Divus E-Commerce Ltd — a start-up with a unique model of both online and offline transactions across the globe, headquartered in New Delhi; [2] External Expert on the Board of Studies for the Department of Management Studies of the Maulana Azad National Institute of Technology [MANIT], Bhopal; [3] Member of the Board of Courses & Studies (BOCS) for the Department of Management Studies of the Indian School of Mines (ISM), Dhanbad; and [4] Member of the Advisory Board of URROS Education — a start-up in education space headquartered in Bengaluru.

ARTICLES/CASES PUBLISHED



DR. M SRIMANNARAYANA published three articles [1] Competencies and Roles of Training and Development Professionals, in International Journal of Research in Economics and Social Sciences, 2015. [2] Executives' Perceptions of HR Effectiveness in Dubai Organizations, in International Journal of Management and Social Development, 2015. [3] Perceived HRM System Strength: An Empirical Study, in International Journal of Research in Management and Social Science, 2015.

PROF. SUNIL K SARANGI published an article on Lincoln's Contributions to International Law, in Abraham Lincoln Abroad, An International Lincoln Association Publication, 2015.

DR. AMITAVA MUKHERJEE published two articles on [1] Comparisons of Shewhart-type Rank Based Control Charts for Monitoring Location Parameters of Univariate Processes, in International Journal of Production Research, 2015; [2] Robust Algorithms for Economic Designing of a Non-parametric Control Chart for Abrupt Shift in Location in the Journal of Statistical Computation and Simulation.

DR. SANJAY PATRO published an article on Country-of-Origin Effect and Consumer Decision-making in Management and Labour Studies.

DR. P VENUGOPAL & DR. SANJEEV VARSHNEY published an article on Social Media WOM: Definition, Consequences and Inter-relationships in Management and Labour Studies.

DR. SANJEEV VARSHNEY published an article on Demographic Profile of the Internet-using Population of India in Management and Labour Studies.

DR. ATUL PATHAK published three articles on [1] Unbundling Services: The Route to Profitability for Airlines in India; [2] Survival Lessons from a Dying Kingfisher: What not to do in the Airlines Industry in India in Strategic Direction; [3] Zen Room Enhances the Workplace for Noble Tek's Women Employees and Helps the Company to Retain Valuable Female Talent in Human Resource Management International Digest.

DR. ANITA SARKAR published two articles on [1] How to Build an Inclusive Workplace: Successful Diversity Management goes Beyond Complying with the Letter of the Law in the Human Resource Management International Digest; [2] Step-by-Step to Stopping the Cyber-bully: How Organizations can Help to Tackle the Menace in Human

Resource Management International Digest.

DR. TAS VIJAYARAGHAVAN published an article on Coping Strategies for Overcoming Constrained Supply Chain Technology: An Exploratory Study in the Transportation Journal

DR. BASANT PUROHIT published two cases on [1] Bondage: Sins of Strained Sinews. XLRI101522, 2015. [2] Saligram: Modernizing Store Layout of a Traditional Grocery Store in XLRI Case Study Development Centre.

DR. P VENUGOPAL published a case on Program Learning Goal in the book Envisioning the Future of Indian Management Education by McGraw Hill Education [India]; published an article on Responsible Leadership: Learning from Indian Case Studies in the Asian Journal of Business Ethics

DR. ASHIS K PANI, DR. M SRIMANNARAYANA & DR. RK PREMARAJAN co-published a case on E-Learning: Challenges and Solutions – A Case Study in the International Journal of Learning, Teaching and Educational Research.

DR. ATUL PATHAK & DR. SANJEEV VARSHNEY published a case on Treks 'N Rapids: Adventure Sports Tourism in India, by IVEY publishing

DR. ASHIS K PANI & DR. SUMA DAMODARAN published an article on Cloud-based Management and Control System for Smart Communities: A Practical Case Study in Computers in Industry

DR. MANOJ THOMAS published an article on Role of Strategy in Value Capture from Foresight Exercises: Firms' Responsiveness to Long-term Trends in the Passenger Car Industry in The Foresight

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