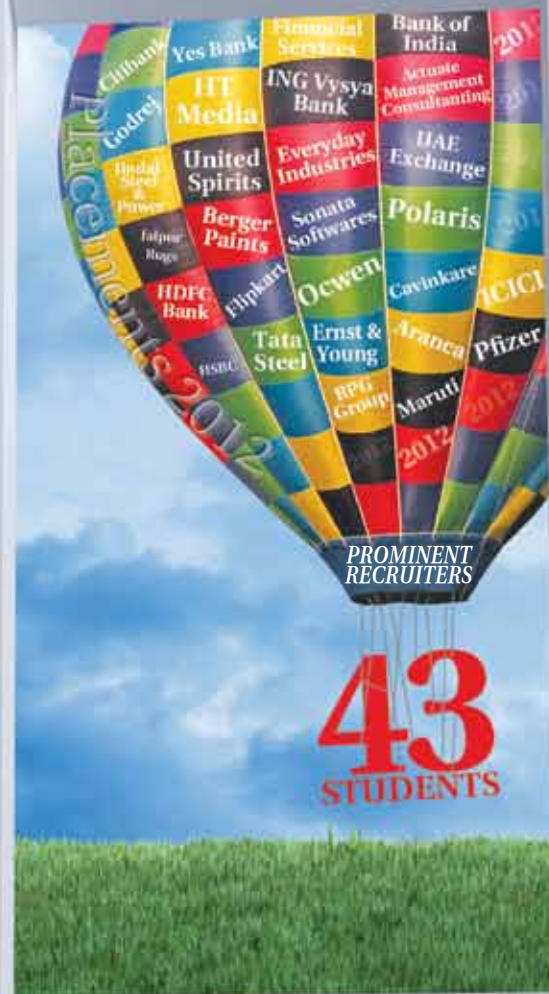


Reconteur

IIM Ranchi Quarterly Newsletter



Banking & Finance

Marketing & Operations

IT & Consulting

General Management & HR

Door To Success Opened!

IIM Ranchi marked the successful completion of placements of its first batch

*“Think not those faithful who praise all thy words and actions;
but those who kindly reprove thy faults.”*
-Socrates

Contents

Vol. I, No. 04, April 2012

<i>From the Editorial Board</i>	2
<i>Student Achievements</i>	3
<i>Student Committees & Clubs</i>	4
<i>Admissions</i>	6
<i>Faculty Publications</i>	7
<i>Seminars and Conferences attended by Faculty</i>	7
<i>Consultancy Projects</i>	8
<i>Business & Consumer Literacy - Barefoot Manager Program</i>	10
<i>Workshops / Conferences TEDx</i>	13



<i>Final Placement</i>	16
<i>Accolades</i>	19
<i>Chanakya Award, Amity Excellence Award</i>	
<i>Pulling Along - A short Survey on Rickshaw Pullers</i>	20
<i>Visiting Faculty</i>	24
<i>Farewell (Batch of 2010-12)</i>	26
<i>Director's Diary</i>	27
<i>Collage</i>	

From the editorial board

Dear Readers,

Welcome to the fourth edition of our Newsletter 'Raconteur'. As always, it is the aim of the April 2012 edition of the Newsletter to keep you updated about the activities and events of IIM R. The theme of this issue is our final placements, followed by our social responsibility of playing a key role in the development of area that we operate in.

For the first ever final placements of IIM R, the response from the industry was very encouraging, considering the tough economic scenario. The recently concluded placement process for the first batch of 43 students began in mid-January and was conducted on a cohort basis. As many as 30 recruiters participated with 65 offers, including 12 recruiters who were from the previous Summer Internship Process. The highest number of offers was made by YES Bank (6 offers in total). Three students bagged international offers in Middle East and South East Asia.

As far as social responsibility is concerned, IIM R is embarking on an ambitious and innovative social project called 'The Barefoot Manager Programme'. The mission of the programme is to promote market-place and entrepreneurial literacy among low-literate, low-income individuals through educational programmes and through innovative approaches, with the ultimate aim of positively impacting their earnings. The programme is scheduled to roll out from July 2012.

The Government of Jharkhand has assigned the following two major projects to IIM R:

- Rural Drinking Water and Total Sanitation
- Training of District & Block Level Officers on planning, organizing, and executing their tasks at the respective levels in the Department of Primary Education.

Hope you thoroughly enjoy reading the latest quarterly edition of 'Raconteur'.

EDITORIAL BOARD



Janaki Jagan
Coordinator



Nishant Vatsa
PGDM (2011-13)



Paraag Sabhlok
PGDM (2011-13)



Shekhar Modi
PGDM (2011-13)



Vishal Shetty
PGDM (2011-13)

Aarohan - 2011



Students from IIM R participated in the St Xavier College's Cultural Festival "*Aarohan*" held on 17th and 18th March, 2012. IIM R bagged the "Overall first runner up" position in this festival.

The following is the list of the events they participated and the names of winners:

Business Baron (Team Event)

1st prize - Vikat Patil, Vishal Shetty, Yash Agarwal, Yogesh Taak

Business Quiz (Team Event)

1st prize- Hanu Prateek Kunduru, Akashdeep Sah, Varun Shaunik
2nd prize- Avishek Basu Mallick, Amandeep Singh, Sameer Agrawal

The Negotiator (Individual Event)

1st prize- Yash Agarwal

Antakshari (Team Event)

1st prize- Akashdeep Sah, Vikat Patil, Vishal Shetty

Solo Singing (Individual Event)

3rd prize - Vikat Patil

Committees & Clubs - Nature

Committees

Student Committees are an integral part of a B-school. Students of each committee strive to ensure that IIM R's high standards are maintained. Every year this baton will be passed on to the incoming batch.

The student body of IIM R has formed seven committees to resolve their concerns and act as an intermediary between the administration and the students.

Academic Committee

The Academic committee looks after all the academic issues and ensures a conducive learning environment. The Committee acts as a communication channel between students and administration. The committee helps in finalizing academic calendar, scheduling of classes, floating of electives and special interest courses.



PLACEMENT COMMITTEE

Placement Committee

The Placement Committee is responsible for maintaining corporate relationship and handles placement related activities in the institute.

Alumni and International Relations Committee

The committee is entrusted with the responsibility of fostering vibrant relationship with international institutes and building alumni network. The committee arranges for student exchange programmes with other international institutes.

ALUMNI & INTERNATIONAL RELATIONS COMMITTEE

TECH COMMITTEE

TECH Committee

The TECH committee looks after the IT infrastructure of the college and the hostel and ensures smooth and impeccable IT services to everybody.



Literary Committee and Media PR Cell

The committee's responsibilities are to publish newsletter, magazine and to co-ordinate with media. The committee provides the press release for all the Institute events and also coordinates with media during such events for coverage.

LITERARY COMMITTEE AND MEDIA PR CELL

STUDENT FACILITIES COMMITTEE

Student Facilities Committee

The committee is assigned the responsibility of ensuring smooth functioning of mess and availability of all kinds of students' facilities.

Cultural & Sports Committee

The committee organizes various sports and cultural events and ensures that students have all the requisite facilities.



CULTURAL & SPORTS COMMITTEE

Clubs

Apart from the above committees, the diverse interests of the students have facilitated the evolution of various student clubs resulting in a vibrant atmosphere.



CSR CLUB

SAMARPAN - CSR Club

The club is involved in organizing various social activities in and around Ranchi and is committed in taking forward the vision of an inclusive society.

HR CLUB

HiRe - HR Club

The club organizes various case study competitions and discussions pertaining to the field of HR and makes students aware of HR intricacies in the business world.

OPERATIONS CLUB

Sankriya - Operations Club

The club is a forum for all operation enthusiasts where nitty-gritties of operations concepts are discussed.

CONSULTING CLUB

CONUNDRUM - Consulting Club

The club is entrusted with the responsibility of stimulating analytical thinking among the students. The club conducts case study competitions and other challenges. The club is instrumental in providing the students with unique insights about the latest developments and trends with in different sectors.

ENTREPRENEURSHIP CLUB

AAYAM - Entrepreneurship Club

The club provides students with entrepreneur zeal, ways and means to pursue their dreams.



FINANCE CLUB

FINESSE - Finance Club

The club organizes various activities in order to sensitize students about latest developments in the field of finance. The club conducts meetings, interactive sessions, debates etc. and provides students an enriching experience.

MARKETING CLUB

MARQUESS - Marketing Club

The Marketing Club updates students with the latest trends in product development, marketing strategy, consumer psyche, consumer behaviour patterns etc. Through its social media activities and discussion forums, the club provides managerial perspective about such tricky issues in a very lively manner.

Admissions 2012

This year the admission process (*Personal Interview and Written Analysis Test for PGDM 2012-14* of the 6 IIMs (Kashipur, Raipur, Ranchi, Rohtak, Tiruchirapalli and Udaipur) was *coordinated by IIM Ranchi*.

A total of *9,880* Students were shortlisted for the PGDM programme of the 6 New IIMs.

The Number of Candidates in the five categories General, OBC, SC, ST and DAP are *4779, 2979, 1603, 410 and 109* respectively.

3,625 Candidates out of 9,880 are common with older IIMs (IIMC, IIML and IIMK). These Candidates were not called by new IIMs for the Interview and Written Test. These candidates' Interview and Written Scores will be collected by the older IIMs.

New IIMs called *remaining 6,255* of these candidates for Interview and Written test.

The Interviews were carried out at *5 Locations from 15th Feb to 14th March 2012*.

The Attendance of candidates for interviews and written test was about *70%*.

Results of PGDM 2012-14 are expected by second week of May



Prof Amit Sachan, Chairperson-Admissions



Prof M J Xavier

● “From Underdog to Race Horse”

The Telegraph, Sunday, Jan 1, 2012 (Page 1 & 7)

● “Taking Education Online”

Digital Learning, e-India

Conference Proceedings, Jan 2012 (Page 42)

● “Green Purchasing Practices: A study of E-Procurement in B2B Buying in Indian Small and Medium Enterprises”, California Journal of Operations Management, Vol.10, No.1, Feb 2012 (Page 1-14)

● “Theory of Forbidden Apple: An Approach to Contain Corruption” Commemorative Journal on Participative Vigilance of Bank of India, Ranchi (Page 16-21).

● “Uncovering the Underlying Constructs and Classifying `Innovations' using the Repertory Grid Analysis”, in-house Journal of SAIL, Ranchi (Page 1-7).

● **Management, the Gandhian Way**, The Hindu – Education Plus, Monday, Feb 6, 2012 (Page 8)

● **IIM is not Just a Placement Exchange but a Temple of Learning**, Business Economics Mar 1-15, 2012 (Page 66-67)



Prof Amarendu Nandy

Op-ed titled “Fiscal Deficit can spin out of control”, The Hindu Business Line, Mar 31, 2012.

Weblink: <http://www.thehindubusinessline.com/opinion/article3262974.ece>



Conferences & Workshops attended by Faculty

Prof M J Xavier

“Determinants of Customers' Online Purchase Intention: An Empirical Study in India” paper presentation along with Thamizhavanan, Arun of Great Lakes Institute of Management, Chennai in International Conference in Marketing organized by IIM Lucknow (Jan 12-14, 2012).





Consultancy Projects

1) MECON

IIM Ranchi and MECON have signed an MOU of cooperation wherein IIM Ranchi shall be the knowledge partner for MECON in various initiatives of MECON. This cooperation would include a broad range of activities within the general and functional management domains.

2) GOVERNMENT OF JHARKHAND

The Drinking Water Supply & Sanitation Department, Government of Jharkhand, has given two consultancy projects:

a) Revamping the Drinking Water & Sanitation Department

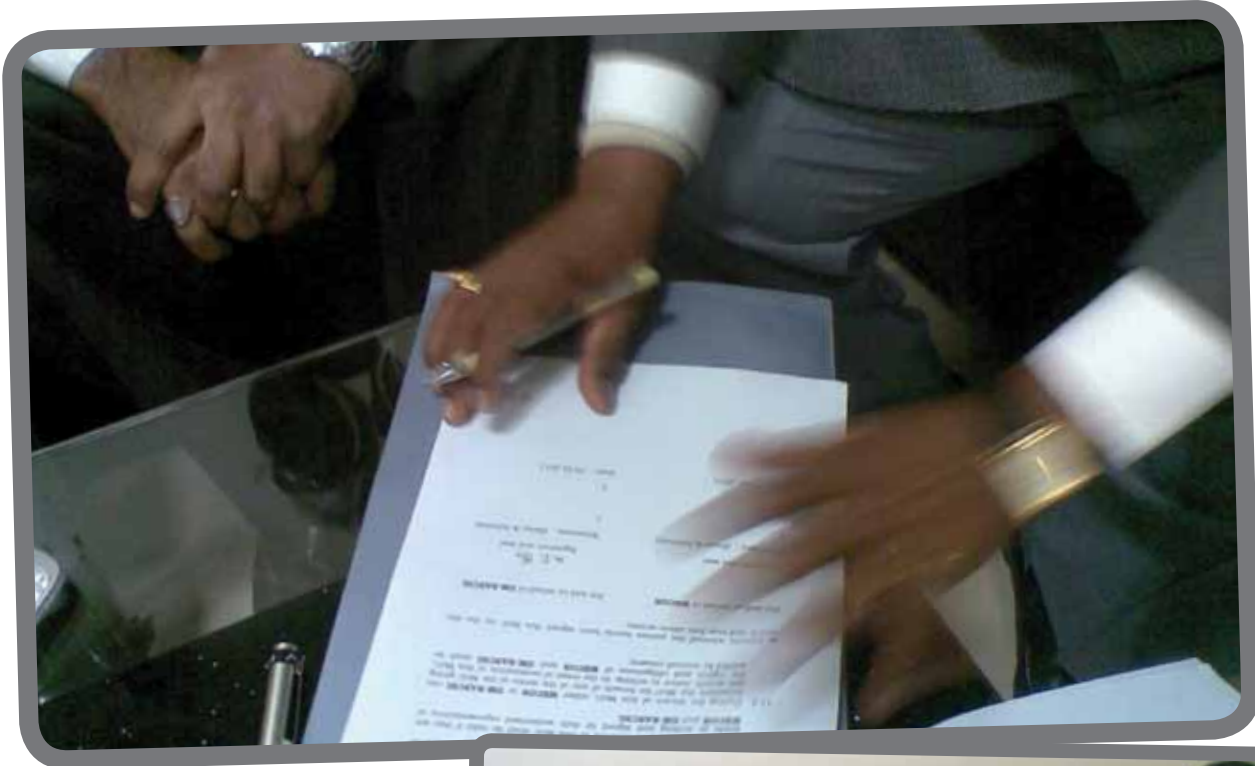
This project is on transforming the work culture of the department such that it becomes a high performing organization. The project is directed towards formulating:

- An HR policy, covering all work motivation related issues such as promotion, career development, transfer and performance management.
- A training policy for bringing about attitudinal changes amongst the employees.
- A suggestion scheme system so as to bring process and delivery related

improvements in the organization.

b) Impact Assessment of Drinking Water and Sanitation Programmes

The second project is on the assessment of the impact of the centrally Sponsored National Rural Drinking Water Programme (NRDWP) and Total Sanitation Campaign (TSC) on the pace of progress in direction of sanitation and drinking water availability and usage in the Jharkhand state. The study will also highlight the impact of the Drinking Water Programme and Sanitation Campaign on the health, education, gender



empowerment, social inclusion in rural areas. Finally, the study will seek to unravel the durability and sustainability of the provision and usage of drinking water and sanitary facilities over time.

The Project team from IIM R consists of Prof. M.J.Xavier, Prof. Subir Verma and Prof. Amit Sachan.

3) TRAINING OF DISTRICT AND BLOCK LEVEL OFFICERS

The Government of Jharkhand has assigned a project to IIM R for training about 100 officers at both District level and Block level on planning, organizing, and executing their tasks at the respective levels in the Department of Primary Education. Various tasks of these officers include managing infrastructure, schools, service conditions of teachers, various flagship schemes amongst others.

Given the uniqueness of the challenges that this particular assignment is intended to address, IIM R has proposed a modular approach, to be implemented in a phased manner.

The project would be conducted in two phases. Phase I will comprise of “Needs Assessment Study” whereas Phase II will be directed towards conducting the training programme.

The team which shall conduct this Needs Assessment Study would comprise of Prof Amarendu Nandy, Prof G R Chandrashekhar & Prof M J Xavier.



The Barefoot Manager Program of IIM Ranchi



M.J. Xavier



Amarendu Nandy

By
M.J. Xavier and Amarendu Nandy

IIM R is entering into its third year of operations. In the very short period of time since its inception, the Institute has been able to grow very differently with a focus on unique areas of research and consultancy like Indian management, neuro management, business analytics, inclusive growth, e-governance and energy management. We have been successful in inculcating a philosophy of collaborative growth among all our stakeholders and therefore, it is not surprising that IIM R is now beginning to get positively noticed in the academic world in India and abroad both.

Consistent with our philosophy of “Thought Leadership Through Erudite Fusion” and recognizing our moral and social responsibility of playing a key role in development in the area that we operate, IIM R is now embarking on an ambitious and innovative social project called “The Barefoot Manager Program”. The mission of the program is to promote marketplace and entrepreneurial literacy among less educated and low income individuals. Education materials and information brochures, primarily audio-visual in nature, would positively impact their lifetime earnings. In the process, the initiative would also help them to get out of the vicious cycle of poverty.

The work of Prof. Mohammed Yunus and The Grameen Bank has shown one way to solve the problem of low-income trap through the inclusive powers of microcredit. Facilitating access to markets is another. The Barefoot Manager Program highlights the third key element - marketplace literacy. Marketplace literacy is not basic literacy but refers to social skills, awareness of rights, and self-confidence to negotiate the marketplace. Therefore, it also advances the goal of inclusive development set out by the Government of Jharkhand.

Motivation and Objectives

In India, rural marketplaces represent

the next frontier of socio-economic growth. They offer value-creation opportunities to private enterprises and public and civic institutions alike. However, they also represent some of the poorest settings in the world, where many struggle to subsist and survive. The rural poor face considerable challenges in participating in the marketplace as consumers, producers, or entrepreneurs. Marketplace Literacy - Education that is rooted in local socio-cultural contexts and which recognizes the strengths and the vulnerabilities without overemphasizing one or the other - has the undeniable capability to unleash rural consumption and entrepreneurship potential in Jharkhand

This Program shall use the: “know-why” or an understanding of marketplaces as a basis for the know-how of being an informed consumer or entrepreneur. The aim is not to focus on concrete vocational skills but on know-how to run a business, or be an effective consumer and know-why to adapt to changing circumstances. Through beginning with know-why, the program aims to enable broader thinking. For example, if an individual is thinking of starting a food shop, broad thinking would involve consideration of variations such as home delivery, selling ingredients to the hotels or, a different business altogether. Thus, we hope to enable individuals to be better able to function as consumers and entrepreneurs and adapt to changing circumstances.

Despite the difficulties with abstract thinking that low-literate individuals may experience, the Program shall enable deeper understanding of marketplaces by leveraging the social skills that participants bring to the program and relating educational content back to their lived experiences. The Program shall use a variety of methods such as picture sorting, simulated shopping, and role plays. Such understanding can enable individuals to place themselves

on a path to lifelong learning. Topics to be covered shall range from consumer skills to choosing an enterprise to start and being customer oriented.

The curriculum for the above Program has been originally developed by the Marketplace Literacy Project Team headed by Prof. Madhu Viswanathan of School of Business Administration at the University of Illinois, Urbana-Champaign, on the basis of rigorous, qualitative research of low-literate, low-income buyers and sellers in urban and rural Tamil Nadu since 2001. Using this research as a basis, a curriculum for business and consumer literacy was developed, which culminated in an educational program that was pilot-tested in June 2003. The program is also documented in a book titled “Enabling Consumer and Entrepreneurial Literacy in Subsistence Marketplaces: Research-Based Education across Literacy and Resource Barriers”, published in 2008 by Springer.

Different versions of this Program is running in the states of Andhra Pradesh (with assistance by Byrraju Foundation); Tamil Nadu (with assistance from Madura Micro-Finance Limited); in communities in Chennai; and in parts of Uttar Pradesh (in association with Townschools, a rural network of vocational training centers). Currently, IIM R is working on further modifying and developing new contents and pedagogical tools for the Program to suit the local context in Jharkhand.

IIM R intends to spread this to villages and hamlets in Jharkhand in association with the Government of Jharkhand, and subsequently scale it in a variety of ways, ranging from training trainers to creating self-administered video based education. The videos produced, and supporting materials like pictorial handouts and objects used for the purpose, shall be coordinated by facilitators at community centres.

The program can be used by non-profit organizations as well as busi-

BUSINESS & CONSUMER LITERACY

This Program is expected to be rolled out by July, 2012

nesses working with the urban and rural poor as customers or as suppliers or partners in the value chain. IIM R also plans to customize the Program content to different degrees of depth and breadth (e.g., health-related consumer literacy, broader business education, agricultural literacy, etc.).

To sum up, the objectives of the Barefoot Managers Program to be rolled out in Jharkhand are as follows:

- (i) to provide entrepreneurial and consumer literacy education for low-literate, low-income youth and adults in rural Jharkhand;*
- (ii) to use innovative multi-media approaches to provide 'entrepreneurial' and 'consumer literacy' education to large audiences;*
- (iii) to train non-profit organizations to provide 'entrepreneurial' and 'consumer literacy' education, and*
- (iv) to disseminate educational materials and guidelines for 'entrepreneurial' and 'consumer literacy' in different dialects of Jharkhand.*

Educational Content and Methodology

The Program shall use methodology that takes into consideration both the vulnerabilities (low literacy, low incomes) and strengths (social skills) of the rural poor. For example, pictorial rather than verbal or text-based tasks shall predominate.

The philosophical orientation of the Program shall be to enable participants to learn how to learn and create their own opportunities. Our approach shall

use teaching methods such as short films, picture sortings, group discussion, and role-playing, assuming that the typical participant barely knows to read or write. The entire process is divided into three different modules.

Part 1 shall focus on the process of exchange and its evolution over time. It shall primarily cover the concept of a value chain from production of products to consumption.

In Part 2, participants shall assume the role of consumers. The focus shall be on consumer literacy using simulated shopping environments that mimic pitfalls in real-life transactions. The Program shall also train participants to more accurately gauge value by considering multiple dimensions of what they give up (money, time, and effort) in exchange for acquiring a product.

In Part 3, participants shall assume the role of entrepreneurs. This part shall emphasize a consumer-oriented philosophy of doing business that makes a profit on the bases of satisfying customer needs and providing a valuable product. This orientation shall flow from the consumer orientation of part 2 and the importance of value in a product. It will cover several specific areas of business such as production and product design, distribution and management of the supply chain, pricing and related financial issues, and promotion. We shall end the training with a discussion on ethics and the need to balance societal concerns with profit making and consumer needs, as well as sustainable consumption and production.

Through the Program consumers shall learn relevant skills, often for

the first time, of checking products, planning purchases, bargaining, and switching stores. Entrepreneurs shall learn skills of identifying opportunities to begin an enterprise, and determining and responding to consumer needs. Perhaps the most impactful aspect of the Program is that it treats 'consumer' and 'entrepreneurial literacy' as two sides of the same coin. Learning to assess value as a consumer also teaches 'entrepreneurial value creation' to people who often engage in the twin roles of consumption and enterprise to meet survival needs.

Action Plan

As stated above, the Program shall be disseminated primarily through audiovisual educational materials. IIM R has started the process of shooting short-films for the purpose. Each film will be of duration between 20-30 minutes, shot in rural settings at various locations of Jharkhand, as per the requirements of the script. Though the master language version will be in Hindi, the films shall also be dubbed in local dialects of Jharkhand and Bihar - like Nagpuri, Bhojpuri, Maghi, and Maithili. The videos produced for the purpose shall be coordinated by facilitators at community centres.

We are talking to corporate houses to sponsor this program through their CSR funding. Banks and micro finance companies are also expected to help us take the program to the hinterland. We also plan to train the trainers and roll out the program through NGOs.



“Catalyzing Change” at TEDxIIMRanchi

Indian Institute of Management Ranchi successfully conducted the inaugural season of its annual TEDxIIM Ranchi event on 19th of February 2012 at Hotel Radisson Blue, Ranchi. Speakers from different walks of life congregated and presented their ideas and views, centred on the theme “Catalyzing Change”. A TEDx event is an independently organized TED event.

Event’s primary sponsor was Tata Steel. Associate partners were Powergrid, Jharcraft, GKC and Schenck Process etc. Hindustan Times was the official media partner.

TED (Technology Entertainment and Design), founded in 1984, is a non-profit event devoted to “Ideas worth Spreading”. TED has global conferences with scope much broader than Technology,

Entertainment and Design. TED provides a platform to inspire, transform and motivate a person, a society or a nation. Many eminent speakers viz. Bill Gates, Al Gore etc have already spoken on the TED forum at different events around the world.

TEDx (x=independently organised TED event) was created in the spirit of TED’s mission, “Ideas worth Spreading.” The program is designed to give communities, organizations and individuals the opportunity to stimulate dialogue through TED-like experiences at the local level. TEDx events are fully planned and coordinated independently, on a community-by-community basis.

In its quest to build a just and harmonious society and to enhance national and global intellectual capital,

IIM R is consistently striving to create conducive environment, which would facilitate germination of creative and unique ideas, perspectives and insights. It is only through this spirit of collaboration and collective visualisations, will the world be able to succeed in establishing a salubrious business, social and economic environment. This event is a significant step towards attainment of that vision.

“Change” is the buzzword, doing the rounds in every nook and corner of the planet, and the world that we live in is becoming extremely unpredictable day by day. This development has thrown a challenge of unprecedented magnitude in terms of sustainability and efficacy. The evolution of mankind itself is a product of consistent change - ignited by ideas, thoughts and visions -inspired



Speakers at TEDxIIMRanchi

by rebels, innovators, entrepreneurs, and radical thinkers. These agents of change had the courage to challenge the status quo, experiment, change the protocol and bring in new ideas. Being equipped with the artifices - which would ensure calibrated response to the emerging challenges - is the guiding principle behind the theme “Catalysing Change”.

TEDxIIMRanchi brought speakers from various fields viz. social activism, entrepreneurship, sports, media, politics etc on a single platform. The event was attended by numerous distinguished dignitaries. Apart from the live audience and dignitaries present, event was brought live to global audience through live webcast.

With a repertoire of talented speakers, the event has added new feather in the crown of IIM R. Talks of such vibrant speakers are expected to yield constructive and feasible solutions to some of the confounding challenges of current times.

Speakers' list comprised of Ajay Kumar, N.K.Chaudhary, Mark Inglis, Franz

Gastler, Urvashi Butalia, Nalin Kohli, Aishwarya Natrajan, Parvathy Menon, Mahesh Naik, Sweta Mangal, Swami Smaranananda Giri and Premlata Agarwal.

MD of Innovation Alchemy, a niche collaboration consulting firm, Ms Parvathy Menon was the first speaker of the day. She laid strong emphasis on the need for constant innovation but recommended not to look for something extraordinary. Rather she elucidated and gave examples of how simple modifications and application of basic science can lead to the development of a unique solution to a challenging problem.

Famous organic architect Mr Mahesh Naik brought a whole new perspective about the architectural nuances. He underscored the importance of balance between architectural design and personality traits of the residents.

Dr Ajay kumar, Member of Parliament, Jamshedpur Constituency, delivered his talk on the topic “Strange Election, Strange MP and need for Strange CSR”. He elaborated about the transi-

tions in his life from being a police person to a politician and the difficulties that he endured.

Mr Nand Kishore Chaudhary, founder of ‘Jaipur Rugs’, an organization involved in manufacturing a range of handmade carpets spoke about his journey on a difficult path of social enterprise. Otherwise known as ‘Man of the Masses’ and ‘Businessman with a Heart of Gold’, Mr. Chaudhary reiterated his organization’s commitment to uplift the society through the art of carpet weaving and large-scale social impact in which every artisan is an entrepreneur.

Winner of the World Press Photo award for his series on Morphine Addicts in India (1975) at the age of 19 and the World Press Photo of the Year for the Bhopal Gas Tragedy (1984), Mr Pablo Bartholomew displayed some the outstanding pictures taken by him over the past few decades and the stories associated with him and his pictures.

In this world of cut-throat competition and restive global scenarios, im-



portance of peace and contentment was expounded by Swami Smarananda Giri, General Secretary of Yogoda Satsanga Society of India. In his topic titled “Being Calm Active and Actively Calm” he tried to draw analogy between meditation and spiritualisation.

Ms Aishwarya Natrajan, winner of ‘British Council’s coveted Young Creative Entrepreneur Music Award’, the first woman and the first Indian classical music entrepreneur to achieve the feat, tried to divulge some of the hitherto unknown aspect of Classical music and elaborated its inherent strength. Aishwarya runs “Indianuance”, an artist management company and concert-programming outfit, dedicated to Indian classical music.

Mr Nalin Satyakam Kohli, National Executive Member of the Bharatiya Janta Party and an educationist, shared his vision of balanced development and sustainable model of development that India needs to undertake in upcoming future.

Mr Mark Joseph Inglis, a mountaineer, researcher, winemaker and moti-

national speaker, was certainly one of the most admired speakers of the day. A double amputee from New Zealand who lost both his legs to frostbite after being trapped for two weeks near the summit of New Zealand’s highest mountain, Mount Cook, in 1982. Mark embodies the spirit of hope and determination and struck a chord with the audience with his message of commitment and perseverance.

Indian feminist and historian, Ms Urvasi Butalia, narrated her experiences and difficulties that she faced while founding “Kali for Women” - India’s first feminist publishing house. She contrasted the world without women and the world with women and pointed out the different sets of standards adopted by the society towards women under different conditions and talked about steps taken by her publishing house to expose and repeal them.

India’s oldest woman to climb Mount Everest, Ms Premlata Agarwal, stressed upon the need of breaking the mental block and taking one extra step to realize one’s dream. The lady from

Jamshedpur got huge round of applause for her exhilarating talk.

Mr Franz Gastler, founder of “Yuwa” - a non-government organisation, showed some of the outstanding work that his organization is doing and how it is making a change in the life of rural girls. “Yuwa” is an NGO that promotes football for girls as a platform for their social development. He stated how the tremendous potential of sports can be utilized to counter some of the intractable problems in our society.

The event was successfully hosted by Ms Bhavna Toor, a former Miss India New York, TV host, model, anchor and social activist. To end with, TEDxIIMRanchi and its organizing team received a thunderous round of applause for organizing a picture effect event. The ideas, the talks and the meticulous planning and execution of the event has definitely raised the expectations for the next edition of TEDxIIMRanchi, especially for those who were fortunate enough to personally witness the event.

PLACEMENTS



Placement

Final



PLACEMENTS



IIM R marked the successful completion for placements of its first batch. The placement process for the batch of 43 students began in mid January and was conducted on a cohort basis.

The response from the industry was encouraging, considering the tough economic scenario. The success of the placement process is, primarily attributed to the performance of the students during summer internship and success at several company sponsored B school events. 5 students had received PPOs from organizations before the process began and 1 was accepted.

The process saw participation from as many as 30 recruiters with 43 students being spoilt for choice with 65 offers. 39 companies had confirmed participation in the placement process with several of them hiring more than their planned intake. As many as 12 recruiters from the last two summer internship process reaffirmed faith in the students of IIM R during final placements as well. YES Bank made 6 offers, which was the highest number amongst the participating companies. 6 lateral offers were made to the batch in different sectors like telecom, banking and consulting.

As many as 3 international offers were made for roles in Middle East and Asia Pacific. The highest foreign salary offered was Rs 24 lac (cash components only) to two students for roles in Middle East. Additionally, the highest domestic salary of 23 lacs per annum was offered by a financial services firm to two students. The average domestic salary for the batch stood at a whopping 12.97 lacs with the media salary being 12.5 lacs per annum. The minimum accepted offer in the placement process was of 8 lacs per annum.

Finance

IIM R continued to perform exceedingly well in Finance with its roots of IIM Calcutta as mentor. The promising IIM excelled at finance despite the downturn in the financial market with close to half the batch (44.2%) opting for finance related roles.

Certain recruiters in the finance domain (domestic and MNC banks) recruited exclusively from IIM R amongst the new IIMs. A senior HR from a domestic bank quoted: **“We participated in the summer placement process for the first batch and our experience with the interns was very good. Hence, we came back to recruit here in numbers despite low planned intake this year.”**

A boutique investment banking firm based out of Mumbai recruited in the final placements offering M&A roles. Another highlight was the enthusiastic participation of several companies in the banking sector. Roles offered in finance included investment banking, investment banking research, credit research, retail banking, corporate banking, mortgage services and economic research.

Prominent Recruiters: Citibank, HSBC, Ocwen Financial Services, ICICI Bank, YES Bank, HDFC Bank, ING Vysya Bank, Aranca, CARE Ratings, ICRA, UAE Exchange, Reserve Bank of India.

Marketing & Operations

Riding on the success of the summer placements 2011 wherein several top marketing companies participated, the final placements saw interesting roles in several sectors like FMCG, e-commerce, media, consumer durables, manufacturing, market research and pharmaceuticals. Roles in this domain were opted by 25.6 percent of the batch and included profiles like B2B marketing, business development, sales, brand management, market research etc.

The National Sales Head of a participating company in this domain and an alum of IIM-A quipped **“I was skeptic about the new IIMs but was pleasantly surprised after interacting with the first batch students here. Surely, IIM R has a great future ahead.”**

The domain saw participation from 7 new recruiters which offered roles to the students.

Prominent Recruiters: HT Media, Flipkart, Godrej & Boyce, Pfizer, Maruti, Tata Steel, United Spirits, Eveready Industries, Titan, Berger Paints, Cavinkare.



PLACEMENTS



General Management & HR

New recruiters dominated in this space with Jindal Steel & Power offering its Lead Management Trainee Programme. With the commencement of the PGDHRM course next year, IIM R plans to attract more attractive companies in this domain same.

Prominent Recruiters: RPG Group, Jindal Steel & Power, Jaipur Rugs

IT & Consulting

With close to 50% having prior work experience, roles in IT & Consulting also attracted considerable interest. Ernst and Young offered roles for its Business Consulting division after participation in the last two summer's process.

Prominent Recruiters: Ernst & Young, Sonata Software, Polaris, Actuate Management Consulting



Following are the highlights about the placement process

Several recruiters in finance domain recruited exclusively from IIM R among the new IIMs

The average salary offered to the students was Rs 13.6 lacs, median being 12.5 lacs while maximum and minimum were 24 lacs and 8 lacs respectively.

Some niche profiles like Media Marketing and Strategic Development were offered to the students

3 students from the batch of 43 bagged international offers in Middle East and South East Asia



Chanakya Award

In a very short span of time IIM R created its own space at National Level. Prof M J Xavier, Director of the Institute was the recipient of *The Chanakya Award for Innovative Leadership 2012* from Public Relation Council of India on February 13, 2012 in the national level conference at Trident Nariman Point, Mumbai. Chanakya Award for Achiever is awarded to those who create a unique identity of themselves in a very short span of time in their professional career in the industry and elevate the institute to a new heights with execution of new innovative ideas .

Amity Academic Excellence Award

Based on the study of academic and research institutes, Prof M J Xavier, Director, IIM R has been bestowed the *"Amity Academic Excellence Award"* on February 23, 2012 during the 14th International Business Summit (INBUSH) being organized by Amity International Business School, Amity University, Noida with a focus on "Building Spiritual Quotient, Emotional Quotient & Human Quotient along with Physical Quotient is Essential for Creating World-Class Global Organizations."



SHORT SURVEY

Pulling Along

An insight into the lives of *Rickshaw Pullers* in Ranchi
A SHORT SURVEY

by

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(PGDM 2011-13)

Indian Institute of Management Ranchi

Abstract

A survey was conducted seeking reasons behind the sight of so many cycle rickshaws in the city of Ranchi. The survey found that the condition of the rickshaw pullers is not good, and that the full benefits of various schemes implemented by the state and central Governments are not reaching them

Introduction

ANY person visiting Ranchi, the capital city of Jharkhand, for the first time is sure to be surprised by the sight of a number of cycle rickshaws in this age of motor vehicles like auto rickshaws. The authors of this report too were surprised the same way, all the more because none of them were from Ranchi. This prompted them to inquire and analyze this unique but worrying situation, and they conducted a short survey with 36 rickshaw pullers on the streets of Ranchi on Sep 4, 2011.

The present report summarizes the details of the survey and it is divided into the following sections– objective and the methodology followed for the

survey, findings from it, and recommendations of the authors towards the betterment of the lives of these rickshaw pullers.

Objective and methodology

Why do we have so many cycle rickshaws in the streets of Ranchi even in the age of motor vehicles? What is the socio-economic status of the rickshaw pullers? Is lack of credit affecting the rickshaw pullers' ability to own a cycle rickshaw or migrate to an alternative like an auto rickshaw? What is hampering the growth of the concerned population? Is it lack of education/skills/technical expertise/restriction on new permits/unorganized lifestyle?

The authors, six in number, divided themselves into three groups, to find answers to the above research questions. They interviewed rickshaw pullers at three different locations of Ranchi: Lalpur Chowk, Main Road and Kachhari Chowk. Each of the groups aimed at interviewing at least ten rickshaw pullers and one rickshaw garage owner. The idea of visiting various rickshaw garages was taken up to understand the issue better.

A questionnaire for rickshaw pullers was framed such that it covers various aspects of their family and educational background, the thought process behind choosing to pull rickshaws and if they were interested in exploring

other opportunities to make a living. The other questions that were framed were how much they make in a day by pulling rickshaw whether they have any savings and operate any bank account whether they were aware of various schemes run by the local and central Governments.

The questionnaire prepared for garage owners was different. The aim was to find out how big/powerful the garage owner was, how he decides upon the rent amount, and if there are any rules and regulations made for those who borrow a rickshaw on rent. The data collected based on the questionnaires was analyzed and the findings thereon were summarized in the following section.

The next section also includes pieces of information which the rickshaw pullers kindly provided the authors with, over and above the questionnaire.

The questionnaires put to both the rickshaw pullers and the garage owners are in given in the Appendix I of the report. The authors are all presently first year students of the PGDM program (2011-13) at IIM R.

Findings

The reason quoted by many rickshaw pullers for choosing the profession is that they were either illiterate or did not receive sufficient education to earn a living in a different and better way. About 42% of rickshaw pullers were illiterate and rest had only minimal edu-

cation. As they were very much aware of why they had to settle for pulling rickshaws, they're ensuring that their kids get education by sending them to schools. However, due to unemployment, some of their children, after their school education, are going for some kind of manual labor. In some cases women too earned for their families.

Most rickshaw pullers have a big family to support. The average family of a rickshaw puller was sized 6, and this signifies the absence of or failure of family planning system. One of the rickshaw pullers with six children felt very bad when the authors told him that he did not look like the father of so many.

One of the things that concern the rickshaw puller community the most is the "lack of respect" from other commuters. The authors feel that the Indian society needs to be educated in this aspect toward recognizing the "Dignity of Labor".

Some of the rickshaw pullers are not even aware that there exists a cycle rickshaw pullers' union in the city. This too adds to the low esteem they nurture, because they are not associated and therefore lack the feeling of strength and unity. One of the rickshaw pullers near Kachhari Chowk said, *"Hamara koi union nahi hai. Rickshaw-walon ko log kamjor samajhte hain. Rickshaw-walon ko garage-wale dabate hain, auto-wale dabate hain, cycle-wale bhi dabate hain."*

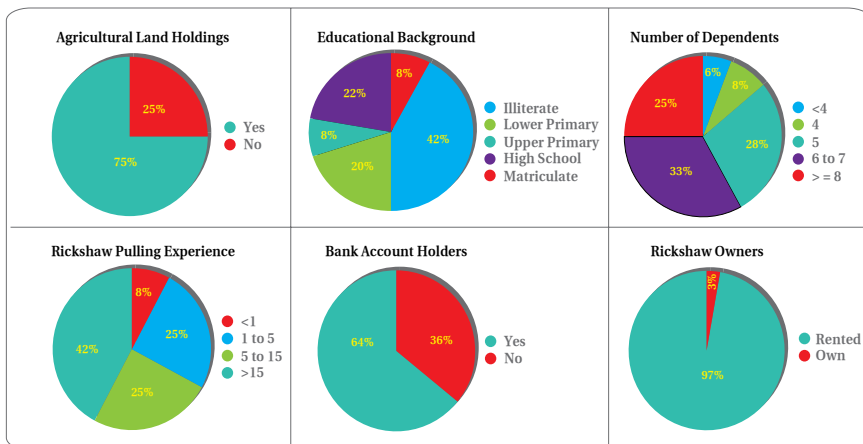


Figure 1: A Hoarding in Ranchi advertising the "Dal Bhat" scheme



Figure 2: At a rickshaw garage

Statistics of Rickshaw Pullers



The average daily income of rickshaw pullers is no more than around Rs.150/- . The earnings are the least on Sundays and in the rainy season, while the earnings are the highest on the market days of Saturday and Wednesday.

There is a common perception among many people that rickshaw pullers are heavy drinkers, but based on the survey, it is found that most of them do not do so. They feel a sense of responsibility towards their family and in particular towards the education of their children. They are clear on what they are doing their jobs for— earning money.

One of the survey findings was that people with daughters were more conscious towards savings. If a rickshaw puller has a daughter, he operated a savings account – either in peerless or a bank. Many have agricultural land holdings in their village or place of residence, but most of them are giving the land in dowry or planning to sell the land off for getting the daughter wedded.

Many of the rickshaw pullers are not even aware of MNREGA and those who knew are not willing to go for it because it provides employment for only a limited duration. Another interesting observation was that those who have been pulling rickshaw for more than 15 years were not willing to shift to another profession. The reason was that this gives them the income at the end of the day as opposed to many other professions the income of which can be earned only at the end of month. This very idea at-

tracts some to pull rickshaw on a part time basis. One of the respondents, who is a full time worker at a sweet shop, earns a few extra bucks by pulling a rented rickshaw in his free time.

About 97% (35 out of the 36 questioned) of the rickshaws were rented from various garages in the city. Of the reasons the rickshaw pullers told for not purchasing their own rickshaws were the lack of finance options and the lack of a safe parking space! Instances of rickshaw thefts too were reported during the survey. Rickshaw thefts (“hera pheri” as termed by one of the respondents) happen the most when the rickshaw puller is away, helping the customer in carrying their luggage home. The opinion was that there were thieves among themselves who steal the rickshaw rented from one garage, make minor modifications (repainting, etc) and sell it to another garage. The one who loses the rickshaw has to pay the garage owner an amount of Rs.6,000/-, which is a lot given the kind of living they make.

Some rickshaw pullers also reported that the garage owners take advantage of and are the first ones to avail of any Government scheme. They termed this as “dalali”.

Some people knew how to drive an auto rickshaw, but didn’t have a driving license! Their attempts in securing driving licenses were unfruitful because they would not have any documentary proofs required to be submitted. This was one of the reasons why they would not get any bank loan when they want to purchase their own rickshaw. Added

to this, most of them are from outside Ranchi and do not have any idea about whom to approach to secure a driving license or to get a vehicle on rent.

Interestingly, almost all the people had voter ID cards thanks to the interests of politicians. However, only few of them had BPL card or ration card. As the voter ID card is issued in their hometown, it would not be useful as an address proof while they stay in Ranchi.

When asked about auto rickshaws, the response was that both auto and cycle rickshaws give almost the same earnings per day.

The kind of hard work to be put in varies between the two. Rickshaw puller has to rely on his muscles while the auto driver has to rely on his capabilities to shout and attract commuters. Each has its own advantages and disadvantages.

When asked about the “Dal Bhat” scheme introduced by the Government of Jharkhand, the response was mixed. Some responded that the food served was of decent quality while some said blatantly that it was bad. All of them complained about the long queues, the number of questions to answer, and the limitedness in terms of quantity. For the kind of manual work they do, the limited food served is not sufficient. One of them added, “pyaar se khilate naheen”.

The insights obtained by interviewing the rickshaw garage owners are related to the daily rent charged and the security they seek before giving a rickshaw on rent. It is observed that, across garages visited, the charges are based on the number of hours for which the rickshaw is rented. The minimal rent is Rs.25/- and the maximum rent is Rs.40/-. There is a “mestri” too, hired for taking care of any repairs to the rickshaws.

The three garages visited were bigger than the authors assumed them to be, in terms of the number of rickshaws they hold (around 100 per garage) and how long they have been operational (average more than 10 years). Given the kind of experience they have, the garage owners do not find it difficult to manage people and rickshaws. A guarantor is a must in case one wants to rent a rickshaw. It is strictly observed that no

rickshaw is given to unknown people.

The survey is based on the responses of 36 rickshaw pullers from three parts of the city. Such a small sample size can be one of the limitations of this study, but given the spectrum of the kind of answers received and the problems reported, the authors feel that a kind of normality is achieved in the sample. Some of the findings are summarized in the pie chart.

Recommendations

The following recommendations are made by the authors for improving the lives of the rickshaw pullers in Ranchi.

A system to provide microfinance credit to rickshaw pullers should be in place, to help them purchase their own rickshaws and during emergency requirements. This would be very helpful to them given their savings patterns. Local Jharkhand Government may as well take this scheme up. In such a scenario, to make sure that the benefits reach the right people, genuine identity cards need to be issued to them. These identity cards would also serve as proofs of local address.

For the general welfare of the rickshaw pullers, access to social welfare schemes should be in place. This can include group insurance (life and health), pension schemes, and support for the education of their children.

For those interested in shifting to driving auto rickshaws, the local vehicle transport department should organize a license issuing drive, with a minimal number of documents required.

In the lines of solar-powered rickshaws introduced in Delhi and battery-powered rickshaws in Kanpur, introduction of new technology in rickshaws can be taken up. The authors feel that this is a potential business opportunity. Though the rickshaw pullers are very conscious about their health, which is evident from the fact that many of them do not work "overtime" in terms of pulling rickshaw during nights, designing rickshaws, such that the back-breaking physical effort required is lessened, is also helpful from a health perspective.

Awareness of family planning and

the benefits of a small family should reach the rickshaw puller community, through various channels like advertisements in the televisions at the Dal Bhat centers, advertisements in local radio channels, and the inclusion of this in the curriculum of their children.

The implementation of "Dal Bhat" scheme is dismal. To avoid the long queues and the multitude of questions for availing the benefits of the scheme, all the target audience should be provided with identity cards similar to BPL cards. A quality control team should be set up, which pays surprise visits to various centers to ensure supply of quality food.

Running TV or radio advertisements during the "Dal Bhat" scheme hours, for creating awareness about various social welfare programs and government schemes for poor people, should be taken up. Help can also be rendered in terms of helping the wives of the rickshaw pullers in forming their own self help groups.

Given the kind of hard work they do during the day, running night schools to impart education among the rickshaw puller community may not be a very effective move. The authors feel that "we" should be more sympathetic towards rickshaw pullers and respect their "dignity of labor". Unless individuals change their outlook, in issues like this, the society won't follow suit.

Conclusion

The condition of the rickshaw pullers in Ranchi is pitiable and worrisome. Many of them are in hope of receiving some kind of help from the local or central Government towards the betterment of their lives. They should be educated about the various schemes they can avail, and the processes for these should be eased for their benefit. The outlook and respect towards rickshaw pullers should improve among the general public. It should start from an individual level, in the lines of what Mahatma Gandhi said, "**Be the change you want to see.**"

Appendix

The questionnaire for rickshaw pullers

Example: Background of rickshaw pullers:

- 1 Name
- 2 Social Group
- 3 Place of origin (original village)
- 4 Access to state entitlement (BPL Antyodaya card/MNREGA card/voter ID card/ration card)
- 5 Educational background

Example: Rickshaw/ Auto related questions:

- 6 Whether casual or permanent rickshaw puller
- 7 Since when are you pulling rickshaw?
- 8 Is the rickshaw rented? How much is the rent paid?
- 9 Who bears the cost of repairs if any?
- 10 As you are renting a rickshaw, why don't you buy a rickshaw for yourself?
- 11 Daily income from the rickshaw
- 12 Do you charge extra for night?
- 13 Do you own a drivers license?
- 14 Do you know how to drive an auto?
- 15 If you get a rented auto, will you be interested in driving it?

Example: Family related questions:

- 16 Where do you live?
- 17 Do you have any land holdings?
- 18 Why do you pull rickshaw?
- 19 Size of family
- 20 Are other family members, especially women, working?
- 21 Are you aware of the "Dal Bhat" scheme of Govt. of Jharkhand, where a meal is available for Rs.5/-? Did you eat that meal? Is that meal good? What is the quality of the meal?
- 22 Do you have any savings? Do you have any bank account? Any loan?
- 23 Do you stay in Ranchi? What kind of house is it? (Own house/rented house/slum/footpath)

Example: The questionnaire for garage owners

- 1 Since when are you operating?
- 2 How many rickshaws do you have?
- 3 What is the daily rent from a rickshaw?
- 4 Any problems faced in the management of people/ rickshaws?
- 5 What is the security for the rickshaw?

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FAREWELL



Farewell Batch 2010-2012



Director's Diary

- Guest of Honor in the programme named **"CEO's Charter Making of a CEO"** for a Face to Face Interaction with students on the topic **"Challenges to overcome this decade"** organized by GRD Institute of Management, Coimbatore (Jan.4, 2012).
- Keynote Address for Inaugural Function of HRD Week Celebration on **"Significance of HRD in Today's Business Scenario"** organized by SAIL, Bokaro Steel Plant, Bokaro (Jan.16, 2012).
- Keynote speaker at the conference on **"Spiritual Paradigm for Surmounting Global Management Crisis"** organized by Conference Secretariat School of Management Sciences Khushipur, Varanasi (Feb.24, 2012).
- Speaker at Conference on **"Concern 2012"** organized by B K Center for Living in Harmony Pvt Ltd, Gurgaon (Mar.3 & 4, 2012).
- Resource Person at the State Level Seminar on **"Religious Harmony"** organized by Ramakrishna Mission Ashram, Ranchi to commemorate 150th Birth Anniversary of Swami Vivekananda (Mar.11, 2012).
- Speaker on **"Manpower Management"** at Jharkhand Security Conference 2012 organized by Shri Krishna Institute of Public Admn, Ranchi (Mar.15, 2012)
- Keynote Speaker and Panelist at 3rd Aegis Graham Bell Awards 2012, jointly organized in association with Bloomberg UTV & Exhibitions India on "Education" under Telecom Innovation Series (Mar.21, 2012).
- Chief Guest for the inauguration of HDFC Bank (Kanke Road Br.), Ranchi (Mar.22, 2012)
- Keynote Speaker in **"Need for a Holistic Approach in Education"**, at the First Jharkhand Education Summit organized by Prabhat Khabar (Mar.24, 2012)
- Chief Guest for the Chairman Trophy for Young Managers organized by MTI, SAIL, Ranchi (Mar.25, 2012).



Raconteur

झारखंड बन सकता बंगलूर

झारखंड में शिक्षण की, कई शिक्षण संस्थाएँ हैं जो अलग-अलग क्षेत्रों में कार्य कर रही हैं। इनमें से कुछ को बंगलूर के रूप में देखना चाहिए।

बंगलूर को 'Silicon Valley of India' के रूप में जाना जाता है। इसी तरह, झारखंड को 'Steel Valley of India' के रूप में जाना जा सकता है।

झारखंड में शिक्षण की, कई शिक्षण संस्थाएँ हैं जो अलग-अलग क्षेत्रों में कार्य कर रही हैं। इनमें से कुछ को बंगलूर के रूप में देखना चाहिए।

TEDx IIMRanchi

Independently organized TED event

Catalyzing Growth

Sunday 19th February

www.tedx.iimranchi.ac.in

IIMs expand intake this year

Delhi School of Management (DSM) and GGS Indraprastha College of Management (GGSIM) in the country today, the new entrants will admit more students in 2012.

HOPE RAISED FOR ASPIRANTS

With some likely to almost double the number of seats they had last year.

IIM-R to groom steel executive

AMIT GUPTA

As they may not change and of that 1000 is near one of the country's schools, there is an institute of management (IIM), Ranchi, has announced a branch of operations from Bikaner to groom their steel and iron executives.

ROOM FOR IDEAS

integrated plant in the public sector. It was commissioned in the late States in collaboration with three foreign firms.

The wait is over! 'CAT' is on

AMIT GUPTA

For those who have been waiting for the CAT exam, the wait is over. The exam is scheduled for the month of November.

बदलाव के दम पर विकसित होगा देश

जोड़ ही रहे बदलाव के सुविधाएँ

देश को विकसित करने के लिए हमें बदलाव को अपनाना चाहिए।

Reel lessons on ne

AMIT GUPTA

For those who are interested in the film industry, there are many lessons to be learned from the success of certain movies.

ThinkBig launches online business education venture

Ties up with IIM-Ranchi for executive MBA programme

Our Bureau

Chennai, Aug 3

ThinkBig Edu-Venture today launched its new initiative mythinkbig.com - an online business education venture.

According to Mr. Swaminathan K., Founder & CEO of ThinkBig, mythinkbig.com will provide management lessons using a 3-screen platform - mobile phones, tablet and PC, offering a 'complete portable classroom'.

Elaborating on the technology, he said the company uses 'advanced technology solutions to ensure almost barrier-free flow of digital content'.

The company has tied up with IIM - Ranchi for an 18-month executive MBA programme. To start with, IIM

Mr Swaminathan K (left) Founder & CEO of ThinkBig, with Prof. M.J. Xavier, Director, IIM-Ranchi, at a press conference in Chennai.

line people, India needs 20 million managers, thereby creating a huge demand supply gap.

Knowing the product as a

ence requirement for the current 7 years to 2 years. "Once that happens we may encourage distant education with study centres in major

पहला झारखंड एजुकेशन समिट 24 को

प्रभात खबर

समिट में मे विजयज खोम विचार

प्रो एमजे जेवियर

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