



THE PINE CHRONICLE

News, Views and Creative Expressions

Volume I, Issue no. 4, August 2018

ABOUT NUKSA

Nuksa The Pine Chronicle is the monthly news magazine of IIM Shillong which seeks to provide to the world outside, News, views and Creative Expressions from members of the IIMS family. Nuksa is a Khasi word meaning example or sample and as the Pine Tree is almost synonymous to Shillong and our beautiful campus, hence the name Nuksa, The Pine Chronicle.

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The Views expressed here are not necessarily reflective of the views of the Editorial team or of the Institute

Vision

To become an internationally recognized management Institute with a global outlook grounded in Indian values.

Mission

To generate and disseminate knowledge in all aspects of management education for sustainable development and to develop innovative leaders with strong ethical values.

Core Values

- ❖ Openness to new ideas and experiences
- ❖ Intellectual freedom
- ❖ Self-experimentation and creative pursuit
- ❖ Adherence to fair, just and ethical practices
- ❖ Compassion for others

EDITORIAL

The Stanford Prisoners Experiment served as a wake up call to individuals who held their individuality as sacred and inviolable. In this experiment, a group of students were made to play act over a period of time as prisoners and jailors and within a short span of time, the jailors became arrogant and abusive and the prisoners began to feel all the pressures, fears and anxiety that a prisoner faces in an abusive prison scenario. All this happened inspite of the fact that all the participants knew that the *other* in the play was actually a classmate and that it was an experiment and by all accounts everyone was acting their roles. However, the line between acting and reality soon got blurred and the people playing different roles actually became the character they were trying to portray!

Probably, the propensity of humans to become the role that they assume had been realised long back in history. There is a saying in India that whoever goes to Lanka become a Ravana! The question that arises is what happens to individuality and the values that one must have in order to become an

individual? What happens to the sense of Justice and Propriety?

In every organisation including educational institutions such as ours, everyone be it teachers or non-teachers, students or research scholars, are often assigned roles that come with a designation. Soon it is noticed that the individuals tend to exhibit characters that they assume the particular designation should necessarily convey. In the process, the chair overwrites the personality and what emerges is a dehumanised reflection of what the person was originally made of. This loss of individuality is followed by an abandonment of whatever value systems the person had and is essentially dehumanising. But this dehumanised effect of occupying different chairs, is sought to be explained in terms of achieving the much desired certificate of being a professional!

Club induction among students bring in new faces to the clubs and committees. Will these young entrants to positions of *power and influence* readily accept the trend of losing individuality and emerging as dehumanised caricatures of the post that they hold? Is this the training that will guide the young students to success in the dehumanised organisations that human beings are creating in their quest for greater profits and professionalism? If loss of individuality and human values is the necessary precondition to success, I would rather not be part of it.

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TIMELINE

Celebrating years of diversity and free thinking: Independence Day at IIM Shillong

The Indian Institute of Management, Shillong celebrated the Nations 72nd Independence at its Mayurbhanj campus. The event witnessed the hoisting of the National Flag and rendering of the national anthem, followed by a march past by the security officials of IIM Shillong.

Addressing the assembled gathering, Prof. Keya Sengupta Director in Charge made a fervent appeal for sincere introspection and retrospection to take the country and the institute forward. While emphasizing on the need to understanding the true meaning of independence she added that each individual irrespective of his or her designation has to carry out the designated duties with sincerity to achieve success. "The Independence Day should not be just a ritual anymore. In this way we will not be able to give respect to our Martyrs. Have we gained independence from poverty, illiteracy, corruption? Until we attain independence from these we haven't gained full independence," she added.



"I'm glad to be part of an Institute that celebrates the values of equality, diversity, and free thinking as much as our great nation," said a student present at the gathering, while another added, "It has been an honour to be amongst this crowd of friends and faculty in celebrating our country's Independence Day". As the Tri Colour fluttered and everyone joined in singing the National Anthem, the message seemed to be *Be the Change You Want to See!*



MDP on "General Management with special emphasis on Leadership Competencies" for Executives of IOCL.

A MDP on "General Management with emphasis on Leadership Competencies" was organized by IIM Shillong for Senior Executives of Indian Oil Corporation Ltd in two batch held from 06th to 11th August 2018 and 27th Aug -1st September 2018 in the Campus.

The program was inaugurated by Prof Harsh Vardhan Samalia (Chairman-MDP and Consultancy) who welcomed the participants and other dignitaries followed by the Inaugural address by Prof Keya Sengupta the Director in Charge and Program Coordinator, IIM Shillong.

The 6 days training program was facilitated by in house faculty. The methodology includes Case studies, Classroom Lectures and Management Games. The participants from different regions of the country and from varied back ground and functional areas added diversity as well as encouraged peer learning and interaction. Time was also taken out to explore the beauty of Shillong and its surroundings , the participants were also taken for an excursion to enjoy the beauty of the verdant hills.

Participants of the "General Management with emphasis on Leadership Competencies" for Senior Executives of Indian Oil Corporation Ltd (First Batch)



Participants of the "General Management with emphasis on Leadership Competencies" for Senior Executives of Indian Oil Corporation Ltd (Second Batch)



Amazon Ace Runner Up - Team Hashtag

Team Hashtag, comprising IIM Shillong PGP 2017 participants Aakash Saxena, Jyotisman Sharma, and Anurag Sugandhi, were declared the runners up for Amazon Ace case study competition. The trio also took a knowledge session for PGP 18 students, sharing their tips and tricks on how to crack such competitions.



HILTI on Campus

IIM Shillong is grateful to Hilti India for the enriching corporate interaction session presented by Mr. Sanjay Chaturvedi, HR – Director, Mr. Vikram Jain, National Head – Learning & Development, and the entire Hilti team present at IIM Shillong. "Our purpose is to passionately create enthusiastic customers, and how do we do that - by creating differentiated products and bringing in innovation", said Mr Jain.



IIM Shillong hosts Essar Group's HR President for The Podium 2018, Session 1

The first Podium corporate interaction session of the academic year 2018, the institute was kicked off by Essar Group's HR President, Mr. Kaustubh Sonalkar on the 16th of August. Mr. Sonalka is a seasoned HR professional with about 25 years of experience of working with companies like PwC, Future Group India, and Essar Group. His versatile talent spans from being a state-level cricketer and a musician to having worked with the United Nations. Mr. Sonalkar is the perfect amalgamation of the qualities of a business leader and the creativity of an artist. His agenda focuses on going above and beyond as the disruptive thought designer that he is at heart.

During the Podium session, Mr. Sonalkar's energy reverberated through the audience as he took the students on an interactive journey about breaking the existing stereotypes about leadership. Using video clips from Bollywood movies like Lagaan, Guru and Chak De India and analogies from cricket, he distinguished great leaders from the good ones. His talk further delved into the various facets of a new-age leader, from having the ability to say no to being able to take responsibility for the team's failure.

He asked the students for examples of great leadership and where they draw their inspiration from. Mr. Sonalkar then used the students' answers, that ranged from Mahatma Gandhi to Adolf Hitler to Henry Ford, to highlight how great leaders motivate people around them to follow a common dream. He added that inspiration need not come from someone sitting in a distant corner of the world, it can come from someone sitting right beside us. The session ended on a gripping note as Mr. Sonalkar left students with the question, "Are you a leader?"



Professor Nitin joins IIM Shillong



IIM Shillong welcomed Prof Nitin who joined the institute as an Associate Professor in the area of Information Systems. Prior to his joining the institute he worked as Professor Educator in the Department of EECS at University of Cincinnati (UC), OH, and was First Tier Bank Professor at Peter Kiewit Institute, University of Nebraska at Omaha, NE, USA. Recently he has been awarded 2017-2018 Outstanding Services to the EECS Department by UC.

ALUM SPEAK

Growing a TREE



Although I dislike clichés, I can't resist addressing my dear teachers, staff members and friends across batches to begin with. Because, even after 50 months since graduation, the heart goes back to mingle with the small, wonderful family that is IIM

Shillong! Back in the college days, I was among the idealist lot; and we were fortunate enough to have some faculty members who'd allow and encourage us to remain so. Fascinated with the alternative philosophies and values, I decided to join the PM's Rural Development Fellowship so that I could experiment with those ideas on the ground. During the three years of fellowship, I learned ABC of the development practice. While got an opportunity to implement several government schemes, I also took the liberty to take some voluntary initiatives and experiment with them (some of which were supported by you guys!). Several of these experiments resulted in failure, while some were successful. Through this, I gained many

new insights about the self and the society and the developmental issues that affect each one of us – directly or indirectly.

While I continued to work in the so called 'development sector' under a World Bank project after the fellowship, I could not help but worry about the immense need for working and experimenting at the field level. It's a naked truth that the Northeast lacks credible NGOs working to address the real developmental issues. This stimulated the birth of an organizational experiment in the non-profit sector in the Northeast. We call it the TREE Foundation. The name expresses the vision of becoming a benevolent and responsible member of the ecosystem like the tree in the nature. It also serves as an acronym for 'Transformation through Research Education and Empowerment'. We intend to bring about this transformation not through charity but by providing a robust platform to passionate youngsters who aspire to make a difference in the world around them.



Jeremy Nongrum (PGP12) working on a value-chain study of the Wild Edible Plants

After a long initial period, full of struggle – trying to prove ourselves, members of TREE have been able to venture into different areas of social development ranging from education to livelihoods via value chain studies and skill development. However, education remains to be our focus area, as we consider it to be the most fundamental and crucial area of development that has great leverage and long-lasting impacts on the society. TREE Foundation has quickly become a well-known name in the elementary education landscape of Meghalaya with its 'Fun-Sci' programme which is aimed at demystifying science and encouraging activity based

learning among teenagers. What I feel is more important is that the 11 youngsters from Meghalaya involved in this project as facilitators, who reached out to more than a couple of dozen schools across 12 blocks, have gained immensely in terms of exposure to new ways of thinking and doing things. Some of them are now starting new initiatives.

Another successful experiment in the education sector has been the 'Workshops on Personality Development and Careers'. During this 5-week project, five of our young facilitators, guided by a Colonel, reached out to more than 500 students from Class XI-XII across interior areas of Chhattisgarh and mentored them so that they can better prepare themselves for careers ahead. They also interacted with students of more than 15 secondary schools and conducted some activities to improve their inter-personal skills. We have been fortunate to have dynamic members associated with us throughout this short journey of two years. From chartered accountant and journalists to development professionals – including an Ashoka fellow, we have had a strong team supporting us. And, of course, IIM Shillong fraternity has been like a backbone for TREE. Prof. Sanjeeb Kakoty, who acts as a mentor-chairman, along with several other faculty members of the institute, has been a great source of inspiration. Khodyot (better known as KK) from PGP13 has been pivotal in implementing several of our projects, and Jeremy (PGP12) has been volunteering to take up some responsibilities from time to time, like a family member.

For me, personally, the journey of this non-profit start-up has been full of challenges, learnings and satisfaction. As we completed two years of existence and also broke-even financially in the last month, I feel confident that TREE is headed in the right direction. At the time of conceptualizing the TREE Foundation, we had agreed on one principle unanimously – that, the individual journeys of its



Fun-Sci: Students looking at the world through a kaleidoscope made by them

members should be in sync with the journey of TREE as an organization. The principle remains unaltered still. As TREE Foundation comes out of infancy and gets ready to take off, it also offers an open launch pad to passionate individuals who too want to take off for a journey towards transformation!

(for comments and feedbacks on this article, feel free to write to treefoundation16@gmail.com or rutwikdphatak@gmail.com)

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President, TREE Foundation**

MÉTIER

Kakoty Sanjeeb ; Book Chapter entitled Man Forest Interface in North East India (Pp 63-76) by Sanjeeb Kakoty in Edited Volume: **Man Forest Interface in North East India** edited by Sumana Paul and Chandana Bhattacharjee, BR Publishing Corporation , New Delhi ISBN 9789387587465

Sushant Kumar and **Pradip H. Sadarangani**, (2018), "Study of Shopping Motivation and Buying Behaviour among Generation Y in India" **Published in** Journal of Global Business, Vol 7, pp28-40.

International Conferences

Sushant Kumar and **Pradip Sadarangani**, (2018)," Impact of social power on trust, agent dependence, affective commitment and environmental munificence: An emerging country context". In Martín-Peña, María L & Ruiz-Alba, José L, proceedings of 23rd CBIM International Conference 2018, Center for Business & Industrial Marketing (CBIM), Paper presented at The 2018 CBIM Conference, Universidad Rey Juan Carlos (Madrid, Spain), on June 18-20, 2018, (pp. 133-136). Madrid, Spain.

Sushant Kumar and **Pradip Sadarangani**, (2018)," A Cross-Cultural Study on Tourism: Strategies and Implications of Findings". In Cobanoglu, Cihan, Proceedings of the GLOBE Conference in Sarasota, USA, June 4-8, 2018, Paper presented at The Global Conference on Business and Economics (GLOBE) Conference, University of South Florida Sarasota-Manatee, on June 4-8, 2018, Volume 7 (pp. 166). Florida, USA.

Dr. Natalie West Kharkongor, Associate Professor of Economics at IIMShillong recently delivered a talk on 'UK, West Bengal, and Eastern India: Shared Prosperity for a Shared Future' at the Young Thinkers' Conference 2018, Kolkata.

The discussion highlighted the potential of NorthEast India in education, technology, and entrepreneurship.

ODE

A Collection



The Missile Man

Your wings of fire set the Nation Ablaze
 Your Courage and Daredevil actions made the world bow to you
 You taught us that power and humility can coexist as one
 You aimed so high for the stars that you became one of them
 now
 Rest in Peace Dr Kalam, A missile man? The president of India?
 You were bigger than that, You were a teacher.

Salsa

Slowly we danced
 Across the Floor
 Like a Seasoned Duo
 Seizing the moment
 And making it our own.
 Hand in Hand we danced to the tune
 Music ended so the the zone
 Back to strangers from very well known
 Memories we had were engraved in stone.

Light and Shadow

Why him and not you?
 "He is her light, The source of her happiness and the one she chose to follow"
 What about you?
 "I am her shadow, The one who would never leave her side, Her unnoticed protector and her Dark Knight"
 Doesn't that make you sad?
 "Well light can abandon you during your darkest of the days but your shadow will always be with you no matter what"

Perfectly Imperfect

What happened? Its over!
 What? You guys were like the sun and the moon who perfectly complemented each other.
 You see that's where the problem was, The sun doesn't need the moon to shine.

Aashish Vyas
PGP 2017

A Collection

When I was young I went to a temple,
 Hoping God's agent would convey my wish;
 Then I waited and gave Him time ample,
 Strong my desire, I was labelled mawkish:

Surely, a year hence my wish was granted,
 God blessed me with an angelic brother;
 His wondrous nature had me enchanted,
 With such might, never had I loved another:

Now a dozen and a couple years since,
 The little prodigy does still amaze;
 I treat him no less than a royal Prince,
 My wish was granted, I'm still in a daze.

But now my eyes do open and I see,
 You, my brother, mean everything to me.

Soumya Malhotra
PGP 2018



OFF BEAT

Take a break to cherish the beauty of life



We all are running to grab the maximum and in the urge of having everything in this materialistic world, we have forgotten to live our own lives. How incredulous we all become sometimes. We think we are credulous enough to handle the happenings around us but somewhere inside our heart we know that we can't, no matter how hard we try. This is

usually felt only when we need something. Till the time the need doesn't arise, we console, we remain calm but when that need becomes priority or let's say a requirement then all the time that is the only thing that keep us impatient. That impatience makes us so obsessive that we couldn't make ourselves to see the exciting things around us.

What to say about general people, let me elaborate my experience- When it was my last days at work before going on sabbatical leave, I was happy that finally the leave was granted and I could plan my studies accordingly. But what bothered me more was the prospect of working during that period of time. Everything seemed normal around me but there something seemed amiss. Normally while commuting I did a lot of reading but a few nagging thoughts kept me irritated. I tried to figure out but couldn't as to what exactly was it. Was it the work and deadlines that made me agitated or the thought of the thought of being in a job that I would no longer hold? Or was it the realization of not being able to achieve daily study targets due to work and tiredness? Those last ten days were like a month and then an idea came to my mind. That idea had two sections: one was that I would not study for those ten days rather would spend them relaxing and second was I would complete all my work before leaving the project.

Implementation was not easy but it wasn't too hard to come out of the trapped thoughts that keep bothering you. Interestingly, everyday was different. I realized that there much to look around which we miss when we are already preoccupied be it with work, thoughts or some feelings. If we simply try to give away those thought for which we can't do something about it, that really makes our mind space free to absorb new things and we can be more happy and satisfied no matter what the situations. What happens is that when you actually allow thoughts to manifest themselves they hardly do but with time they get subordinated by new thoughts. I concluded that such scenarios do not add to our lives they merely test ones perseverance.

There can't be a perfect ending every time. What is the point if there are no misfits, no flaws and if everything is so perfect so neat then don't you think life would be so predictable. After all, situations and the courage to surpass them in their own way is the key that make every person unique in his own terms.

But then why such things are so difficulty to apply in lives? Life is so simple to lead and there are simple principles to abide by for a great life. But why do simple principles become so profound that they are hard to implement in life? What if we agree to the fact that there will be new problems to face on every turn you take? Lastly, plan and

need come hand in hand. If there is no need then no planning is required. But trust me if the need is so important then we don't need to worry, time and plan both will coincide for a better way to deal with the need.

Apoorva Bansal
PGP 2018

Data Analytics – the 12th player of your Team



Data Analytics is one such field which has seen of high usage in the recent past. For every analysis in any domain, data is essential. No data is useless is what the data scientists believe in. To classify the analytics industry, there are three types of analytics,

namely, Descriptive analytics, Predictive analytics, Prescriptive analytics.

Descriptive analytics deals with the historical data and identify the patterns and answers the questions related to the performances earlier.

Predictive analytics helps in understanding what could happen in the future by using statistical models and forecast techniques. Prescriptive analytics helps in creating scenarios and advises possible outcomes so that the futuristic decisions can be chosen depending on the strategy of the company.

Sports is one major area in which analytics is being involved, and the miracles are being created with the help of data. Of course, No one can deny that talent and teamwork are required to win the game, but there are many advantages being created with the help of data analytics. One illustration for this can be FIFA 2014 World Cup, German National Football team, in collaboration with the German Football Association(DFB) and SAP, used *SAP Match Insights* tool developed by SAP based on HANA technology, which helped in knowing about the opposing teams more and their strategies. Video data was captured with the help of 8 cameras on-field and thousands of data points per second were created. These all resulted in Germany winning the World cup. We can mention that data analytics is acting as the 12th player on the team, which provides a considerable advantage.

Now, Sports Analytics has become huge attention seeking domain. Global sports analytics is expected to witness a CAGR of 43% for the next five years and going to pass 600 million USD mark by 2020, research suggests. Slowly, all major professional sports team are employing an analytics department or an analytics expert on staff. Starting from bidding for the teams and players, selecting the right players into right matches, time of substitutions, performance analysis and many more key decisions and analysis are helping every stakeholder of the industry.

As a final word, it is equally important to know about the data being collected and its relevance in assessing the players, opponents, game conditions, etc. So, all the users of the analytics are developing new models for efficient use of data.

Varun Thota
PGP 2017

Don't know What to Call It



Caring, in some ways, are like the Horcruxes from Harry Potter, and I am not just channelling my inner Bukowski right now. You tie your soul and bits of your happiness to external objects, which keep you afloat for months and sometimes years, but finally only to

fail. One also cares to be cared, which of us doesn't like to be loved and remembered by someone. But I am more interested in the bonds formed by choice, because loving someone else completely by choice is probably the most unnatural natural thing we are programmed to do. But we still do it, in oh-ever-so-grand ways, making the same mistakes countless others we know have made, and television shows have made fortunes on. Someone said foolishness is doing something twice, and expecting different results. Love is that, and so much more.

I am no expert on the subject, and I can only speak with authority on my own life, and experiences. The first time I felt infatuated by someone, it felt like sweet misery. I had no clue what was up, but I knew my life would never be the same after. When love itself struck, it was like a breeze, gently wafting me into a zone of happy delirium. Things had never been so exciting, so real. I was on an adventure, I told myself, much like Bilbo Baggins on his. Of course, with adventure comes the proverbial Smaug, and this gentle breeze soon blew too quick for me. Soon, it was a hurricane and I was searching for the slipper to take me back to Kansas. It was fuelled by a lot of things, while they were being picked up as the breeze got stronger. When it finally subsided, the wrecks of the remains were indicative of their cause but of little else. It was a blur, and involved a lot of soul searching. Adapting to a new life, and asphyxiating yourself as you are unable to breathe. But then, you change, and you are ready to give it a go again. Each time, becoming lesser of yourself at that instant.

But hey, isn't love wonderful. One of my favourite movies has a song which talks about how love is like a summer's day in May. Wonderful when it hits you, but definitely not always. All those moments wrapped away deep inside, to be taken out during moments of regret and inebriation. And that's our life. When we aren't chasing made-up goals which help us reach societal standards of acceptance. Men as machines trained to derive satisfaction of their work, but not satisfaction of their true senses and desires. But I digress. Reminds me of this very cute girl who likes that phrase. I wish that had happened, but ah well.

Unlike Bilbo, my adventures are probably quite common, and possibly even uninteresting to reflect upon. I mean, who isn't an authority on love these days. The Besant Nagar beach fortune teller woman in Chennai has probably seen more lovers, and their fights than most rom-com watchers. Being in love is the world's largest musical chairs game for couples, working in seemingly random fashions. I personally like lying on the sand on beaches in the night, and watching the waves go, possibly with a cigarette in hand.

Reflecting on how this moment is one I won't forget, where everything was constant, including the waves. Your life is just a bunch of moments when your life changed, those ones which you will remember. The ones which will make you melt into your blanket a bit deeper some nights, or play the music a bit louder.

Rushabh Menon
PGP 2018

The Vanquished

There were dreams, there was ambition and there is a story. The boy had cleared his secondary school education with flying colors. Everyone told him that this is a life changing event, and so did he believe. He was sincere yet had the greatest of the passions for sports. A winner in academics and an all-rounder in social life. However, that naïve boy being little aware of the things coming ahead of him went to the war to achieve the dream. Little did he know that it was never his dream, it was someone else's. He followed what other were doing and went with the flow. Few months into making efforts in realizing his so called "dream" he had the encounter with the first harsh reality that it was never meant for him. But by the time, he was able to convince himself of the same, a deep sense of fear gripped him from within. The fear of failure, the fear of not being a winner this time, the fear of not living up to the expectations of others. He still went to chase the impossible and made all the efforts to make it happen. But by that time, he was himself convinced of the fact that it was not going happen to him, still he kept going on. He never wanted to look back and regret at not being able to give out his best efforts. That was the energy that kept him going. But, once you are so deeply engraved by fear, it never matters what you do, your performance and the result will never go in your favor. It was time for the self-prophecy to come and so it did. The boy had failed, and he failed miserably. There was nowhere to go, and the world had fallen apart.

Fast forward into his life, the next couple of years went in vain because the failure had shaken him from within. He was never able to lift himself up from the series of defeats that followed in the time after. One good day, he was running down the road with tears in his eyes and anger in his gut, introspecting on what had happened. The questions were many, but the answers were nowhere in the sight. What happened to the boy who was a winner, what happened to the all-rounder, what happened to joyous boy, where had he gone? This was different boy, the one who feared, the one who was not confident, the one who was not able to do well academically. He was the boy who was vanquished.

Life took a turn and one chilly morning he was passing by a slum and saw life. The life which was much harder than his. The excuses that he had been giving himself for the past few years for being not able to do something and face the challenges, collapsed at the very moment. He was shell-shocked, and it took him sometime to process the image that morning. He was never the same after the moment. He took a step to change his life, made promises to himself and started working towards that. This time around, he wanted to improve but the world him had stopped believing in him. He was all

by himself this time. But, the moments of impact define who we are, and he redefined himself. He started accepting the challenges and harsh realities, a process had started, the process to reinvent. World did change, he was better at his confidence level and was able to do justice to himself while he graduated. He was satisfied with what he had done but there was more to it. He wanted more from his life, he wanted to be a winner like the one he was when he was a boy. He had found a dream, a dream of his own. He worked towards to it and he turned it around for himself. He tasted success and success after success. He was finally able to see something he longed for 6 years. It became possible because he refused to be feared and started believing in himself. He is the one was vanquished again and again, and he will be many more times, but he is never going to give up. The journey of his learnings is still going on and he is simply loving every bit of it.



Himanshu Jhandai
PGP 2017

Letters to the EDITOR



Hello Sir

It was refreshing to go through Nuksa! Especially the views on production line approach in Education.. Having worked in the Financial Services industry focused around SME and MSME segment in India I believe that the struggle of service enterprises in India is not so much with nature outside but a conflict within.

Old laws and unnecessary red-tapeism lead to a far greater internal conflicts at management level where struggle is not for profits but for survival at times.. I guess that would be a great area to cover in the next issue.

Regards
Anurag Joshi
PGP 2009

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Sanjeev,

Congratulations!

Just saw the mail and it brings to mind our efforts to get the news about RGIIM out when people had doubts whether we were a part of the IIM family. The weekly we started has become a monthly with a gap of no publication for some time.

Please do remember that we were the only IIM that did not have a mentor Institution Even the first IIM Calcutta had the Sloan School as the Mentor.

One of the reason we could innovate, experiment and introduce a lot of news things.

Importance of CAT

Sustainability as a Foundation Course

First ERP in the educational sphere and adoption of Technology in Education

Golf and many more.

I am very happy that you have been made in charge but do put me in the mailing list

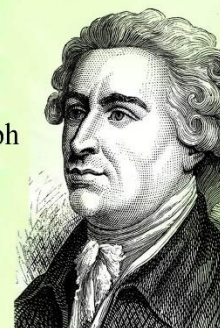
Keep it up and Best Wishes

Ashoke Dutta

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The only thing necessary for the triumph of evil is for good men to do nothing.

Edmund Burke



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