



THE PINE CHRONICLE

News, Views and Creative Expressions

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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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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

Two facets of human behaviour has always held a deep and abiding interest for educationists all over the world. One is to try and correlate the relationship between the change in human behaviour and education and the second is to understand and hopefully predict human adaptation to change. From much of what has been understood, the impact of education especially higher education on laying the foundation of desirable human behaviour has been negligible if not outright negative. A yet to be published study of crimes by different sections of the society revealed that white collar crimes, or crimes indulged in by the educated elite were largely prompted by greed, jealousies and other human avarices while a large percentage of crimes committed by the others were largely prompted by circumstances that were often not of their own making such as abject poverty, social and religious conditioning etc. In other words, education as a vehicle for transforming mankind and helping the recipient to transform self to a higher level of existence has all but failed. Otherwise how would you explain highly educated people engaging in the most banal of behaviour engaging in acts that are not acceptable either legally or ethically? Interestingly, such behaviour is often sought to be justified or explained in terms

of adaptation of one self to the fast changing environment. So using lies and deceit, money or influence to secure something for oneself and thereby denying the more deserving person through the use of these means are no longer seen as unfair. It is called being realistic! The problem with the world is that there are too many realistic people around who do not mind using a shortcut, however unethical, to reach their destination. When academics and academia also succumb to this need to adapt, the last bastion of hope to create that ideal society would stand demolished. Let the world be filled with realists but the portals of higher knowledge should nurture idealism for if education does not instil in young minds the need to challenge reality and status quo, it would signal the end of hope. Attaining higher consumption levels can never be the ideal of human society and education cannot be reduced to becoming a vehicle that enables recipients to enhance their ability to consume more and in an unbridled manner. The time to challenge this dominant paradigm of life and education cannot be delayed anymore. The fable of the two frogs seems something apt to remember. One frog was in a pot of water that was put in a slow flame. The water got heated very slowly and with each degree rise in the temperature of the water, the frog managed to adapt itself to the warmer environment. There came a stage when the water became very hot, but the frog believed that it would manage to adapt itself to it, like it had always done before. Unfortunately it got boiled alive. In the second case a frog was put into a pot of very hot water and it immediately jumped out. Adaptation or radical action, the choice is ours!

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TIMELINE

Hindi Divas Celebration

Enthusiasm marked the celebration of the Hindi Divas Fortnight which concluded on the 25th of September. The fortnight witnessed various competitions including Hindi reading and writing, extempore speech, singing and *antakshari*, translations and essays. Participants included the faculty, officers, staff and students. Winners were awarded with cash prize and certificates.



Aditya Birla Group Scholarship Winner

PGP 2018 - 2020 participant Shubhi Jalani wins the coveted Aditya Birla Scholarship 2018 and brought laurels to the institute.



ADITYA BIRLA GROUP
Tomorrow's Leaders Today



Shubhi Jhalani

MDP for Williams Lea India Pvt. Ltd.

A MDP on "Creative Problem Solving and Innovation Techniques for Organizational Excellence" for Executives of Williams Lea India Pvt Ltd was held in Chennai from 03rd-07th September 2018.

The 5 days training program was coordinated by Prof Rohit Joshi and facilitated by Prof Rohit Dwivedi along with Prof Jagadish.



1st Business Leadership Summit: Envisioning business in new India

The first edition of the Business Leadership Summit was organized at IIM Shillong from September 14 to 16. Themed 'Refine, Define, and Design Business in a New India,' the three-day conclave hosted 24 experts from six key domains to give students insights into the working of industry and its future pathways.

The Governor of Meghalaya, Hon'ble Shri Tathagata Roy in his inaugural address spoke about how leadership was a core aspect of management and motivation. Prof Keya Sengupta, Director I/C in her opening remarks highlighted the close linkage between industry and academics. Shri Prakash Javadekar, the Human Resource Development Minister of India also congratulated students of IIM Shillong on its first ever business summit, emphasizing on the importance of such conclaves in promoting the start-up and innovation culture in India by bringing together the energetic youth and the experienced industry veterans.

Prof Keya Sengupta presents a memento to Hon'ble Governor of Meghalaya Shri Tathagata Roy



On day one, finance industry stalwarts like Infosys BPM CFO Nishit Shah, Kotak Mahindra AMC CIO- Equity and Sr. EVP Harsha Upadhyaya, and Value Research CEO Dharendra Kumar deliberated on the topic 'Are financial assets the new gold for Indian Middle Class?' and VP Finance, BSES Suresh Agarwal and Karpe Diem Consulting executive Ninad Karpe discussed whether India could become a 10 trillion dollar economy.

Day two had eminent speakers from HR and Operations domains take the stage. Caterpillar Inc's Head of Talent Acquisition (Asia Pacific) Mukesh Tiwari, Eastman Auto & Power's President & Chief Human Resources Office Satyendra Mallik and Business Head (HR) of Mahindra and Mahindra Financial Service Jyotirmoy Bhattacharya, Colgate Global Business Services' Head HR (India) Ranjeev Lahkar deliberated on a wide array of topics from diversity to increasing automation. Microland's Sujitesh Das moderated the panel. Another panel of HR experts comprising Dr. Hareesh Chaturvedi from Reliance Industries, Annapurna A

"Be not afraid of growing slowly, be afraid only of standing still" – Chinese Proverb

from Inspirage, Surinder Kohli from Jaipur Rugs, and Vivek Jain from Kotak Mahindra Bank shared their views on 'Rebuilding India with a Billion Human Resources'. The operations panel dwelt on 'Perspective on growing relevance of factoring in behaviours of suppliers, employees and customers in executive decision making' which saw the presence of Rashmi Patra, Head Technical Operations – Novartis and Welspun CHRO Rajeev Yadav.

The final day, consulting and strategy experts examined startups pushing legacy businesses to reinvent themselves. The eclectic panel featured Former Zee Entertainment Enterprises CBO and Rainshine Entertainment Co-founder Mihir Modi, GATI-KWE's Corporate Strategy and Analytics Head, Vikas Pawar along with Happily Unmarried Co-founder Rajat Tuli, who shared, "Make a list of things you won't do. Do an outstanding job of things not on list".

Discussing how human resource management has evolved as a strategic partner from a mere supporting functional unit by HR experts



Girnar Soft CMO Gaurav Mehta and Ogilvy's President-North Kapil Arora spoke about market evolution to meet the needs of India's burgeoning youth.

Mr Vijay Kadu, Business Standard's Sales VP and Mr Anand Sing, h Freudenberg Filtration Technologies India's Senior VP gave students their opinion on how digital marketing in India was coming of age.

The first edition of IIM Shillong's Business Leadership Summit thus concluded with the Institute's students learning through the combined experience of experts from a variety of fields. The young leaders of tomorrow were left with a refreshed sense of motivation to work towards a brighter and smarter India.

Talk on tourism and economic development

Dr. APJ Abdul Kalam Centre for Policy Research & Analysis organized a lecture on Tourism Policy and Economic Development by Ms. Kathleen Pessolano of USA, on 24th September, 2018. Kathleen Pessolano is Destinations Program Director of the Global Sustainable Tourism Council (GSTC), the world's leading standard-setting body for tourism sustainability. She conducts stakeholder-driven destination assessments worldwide, applying the GSTC Criteria for Destinations, and recommending policies and practices for destinations to achieve greater economic benefits from tourism while minimizing negative impacts on natural and cultural resources.

The lecture was attended by the officials of the North Eastern Council (NEC), tourism entrepreneurs of Meghalaya, members of NGOs, and the members of IIM Shillong. In her lecture, Kathleen talked about the GSTC standards which has been set for Hotels, Tour Operators, and Destinations. These standards are in the form of minimum recommended policies and practices that allow visitors and businesses identify responsible travel providers. Such practices are necessary for sustainability of tourism in any given location and help prevent destination degradation as well as climate change. The issues of living root bridges and other destinations of Meghalaya, and the irresponsible exploitation of such destinations were highlighted in the interactive discussion that followed. The issue of share of the revenue generated with the local community was also discussed.



United Breweries Limited's former CMO at The Podium

For the second Podium corporate interaction session of the academic year 2018, the institute hosted Mr. Samar Singh Sheikawat, former CMO of United Breweries Limited. Mr Sheikawat's innings as a business management leader spans over 30 years, in companies like United Breweries Limited, Dabur India Ltd, Cadbury India Ltd, Pepsico, et al. He has an experience in running both steady state and start-up businesses and brands. His ideology of marketing focuses on building brands that mean something more than just a name.

A sports enthusiast, he drew management lessons from the area of sports and his own life much to the delight of the audience. The lively anecdotes he shared ranging from Rafael Nadal to Breaking



Bad was riveting. The lessons he learnt about humility, showing grit, not giving up, from the famous personalities he met, he conveyed them beautifully to the students. His talk touched on some pertinent topics like the issue of fake news and lack of open-mindedness, among other things. In the Question & Answer session, he addressed doubts on how brands build their marketing

strategies and things are not accidental with their campaign. He emphasized on the need to be grounded and humble in whatever you achieve and went on to say, "Don't be afraid to change your mind. Only a fool doesn't change his mind".

Ford India's India Head of Corporate Sales at *The Podium*

Mr. Amit Kasliwal Ford India's India Head of Corporate Sales, was the invited speaker for the third Podium corporate interaction session of the academic year 2018. Mr. Kasliwal, an INSEAD alumni, is also a writer and speaker with extensive corporate experience in automotive and media. Prior to Ford, he worked with Hero Honda Motors Ltd. and Bennett Coleman and Co. Ltd (Times Group). He is driven by his passion to empower fellow human beings. He conducts Transformational Leadership Program which teaches top leadership skills- building purpose in life, power of perspectives, creating possibilities and living in the moment.

His interaction at IIM Shillong revolved around the theme of thinking like a CEO where he pondered around the purpose behind each of our initiatives. He also helped the student realize the importance of the impact of any Business Leader. This session was very interactive where the students were involved in replicating the thoughts and aspirations they had in their mind on paper in the form of abstract sketches.



He also emphasized on the importance of being able to strategize one's thoughts as a leader and he felt this was one of the major difficulties a leader faces. He also highlighted the steps that are extremely significant in shaping a person to be a leader. The session also had him involving students in various activities assisting them identify their mentors. He also engaged the students in multi-faceted activities reflecting various insights from spirituality and self-reflection in helping become a better leader. Mr. Kasliwal made the entire session extremely interactive and left the audience with the thought that "Leadership is about those who are power houses of energy empowering not only themselves but all the others around them."

"Productivity is never an accident. It is always the result of a commitment to excellence, intelligent planning and focused effort"

Paul J. Meyer

Professional Development Training Programmes

IIM Shillong had organized a **Five Day Professional Development Training Programme for Sr. Academic cum Administrative Executives Sponsored by National Project Implementation Unit (NPIU), MHRD, Government of India** for 37 participants from all over India from 10th to 14th September, 2018 at the premises of IIM Shillong.



IIM Shillong had organized a **Three Day Professional Development Training Programme for Director, Principal and Head of the Institution, sponsored by National Project Implementation Unit (NPIU), MHRD, Government of India** from 26th to 28th September, 2018 at the premises of IIM Shillong.



Swachhata Week at IIM Shillong

To celebrate the 'Swachhata Week', the students of IIM Shillong conducted various activities in the campus, aiming to reinforce the importance of a clean environment and help create a cleaner, healthier country. Our mission explicitly provides for sustainability as our core value and therefore, keeping our environs clean forms an important part of our regime. We believe it is imperative that we take care of our surroundings and maintain a clean and green campus.



ALUM SPEAK

The (mis)adventures of a Management Consultant!



I have led a bit of nomadic life right through my childhood years - born and raised in Delhi during my early childhood, moved to Pune for my middle years, did undergraduate in Manipal before ending up as the pioneer batch at IIM Shillong. I thought it was fun moving places. I always loved

travelling and exploring places. That was part of the reason why I chose management consulting as a career stream to pursue. It came with its inherent struggles: the limited sleep and unhealthy lifestyle – all that one goes through the MBA days and more! But



the joy of being a consultant always got me going and I have never imagined that I would be writing this reflection on how my career panned out almost 8 years after my MBA stint. As usual, I am enjoying every bit of the consultant lifestyle – I am writing this while on a plane from Melbourne to Manila for client meetings. Forty thousand feet above the ground seems like a good place to reflect on how my professional life has been so far.

Am I doing what I thought I would be doing? Yes! Am I enjoying what I am doing? Yes! Did I ever doubt along the way that I would continue to do this? YES! And that's what I thought I should write on – how my professional life has evolved over the years having worked across multiple geographies and how at the end of the day, despite the stark differences between the environments that I've worked at, I can still tie it back to the core of what I wanted to do – be a management consultant.

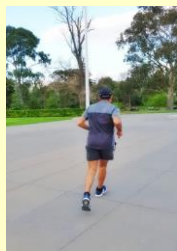
I will skip my initial few years after IIM. To be brief, I worked for Infosys BPO and Deloitte and I struggled along the way and questioned each and every decision I took. I was frustrated most of the times and always had that voice in my head telling me that “this is not what I signed up for.” For lack of better words, let's say I was going through my “First Job syndrome”.

It was like the initial turbulence that a plane goes through during and after a take-off – the most stressful time! Only after reaching a certain altitude does it settle down and you can relax. My “take-off” lasted a good 3 years. At that time, I was living the life that I wanted, but I was still questioning myself whether I can become a partner one day if I keep doing what I am doing. As clouds part in the sky, my Deloitte stint ended when I decided that I wanted to do global consulting. a good 3 years. At that time, I was living the life that I wanted, but I was

still questioning myself whether I can become a partner one day if I keep doing what I am doing. As clouds part in the sky, my Deloitte stint ended when I decided that I wanted to do global consulting.

Therefore, I moved to Accenture. You'd think it would be easy given I've had work experience, but the first few months at Accenture India felt like I was in an uncontrolled nose dive. It was no different when I was just starting at Deloitte. The new organization, all the new rules and culture made me lose my footing. But these experiences brought me to an important lesson that I learnt that I still live by: There is always a light at the end of the tunnel. A good pilot is one who stays calm and continues working through the checklist to figure out issues even in adversity. And this is what I did. I didn't let my decisions, or my internal struggles hamper my day to day performance. I always kept sight of the goal why I moved – which was to be a global management consultant. And so with a little bit of patience and perseverance, I got an opportunity to move to Manila, Philippines.

My experience with Manila and Philippines in general was very different to India. In India, we are imbibed by 'Jugaad' culture. We get things done by hook or by crook! We, as Indians, always find ways to game the system or find ways around it – something which I found was very alien when I moved to Manila. Everyone was very process oriented. Not one step could be bypassed – no matter how long it took. Throughout my stint in the Philippines that had always frustrated me. But despite all this, the beaches in the Philippines are to die for. Nobody can deny that it's a beautiful country. On the other hand, let me dwell into what it meant for me on an professional front. If there was one word to describe it, it would be “thriving”. It is in the Philippines where I found my calling to grow myself professionally. The unknown environment, people, and culture pushed the best out of me! I was more motivated than before – something which didn't go unnoticed. Two promotions and being presented with option to move to Singapore or Australia summed up my stint in the Philippines. My most important lesson here would be that more often than not you might feel that your career is not heading in the path you wanted. Projects might feel boring and not something you would want to pursue. But my very compassionate and tolerant boss kept saying that it is a marathon and not a sprint. So, keep running even though you don't see the end in sight. Things eventually start to fall in place and after 2.5 years, I was on a plane to move bases to Accenture Australia. Melbourne – the world's most liveable city in the world – became my new home. The city and the place lived up to its reputation. Working outside Asia is different. The emphasis on work life balance was an alien concept to me. How every day the office turned into a deserted building after 4:30 PM is a concept that I am still struggling with. But how much gets done before that is unbelievable. A typical day is filled with coffee, working lunches, client meetings and then you still have time to get some tasks done. Before you know it, it's all done and everyone is already out of office working out or spending time with family. The focus on outdoor physical activities here is also unbelievable. To illustrate here's a short anecdote: while waiting for my coffee at a barista – Three strangers generally talking about their weekend. Stranger 1 – It was a good weekend, I did a 100km trail run. Stranger 2- that sounds like fun. I just recently ran a full marathon and beat my personal best. Stranger 3 (me) had nothing to contribute. My biggest achievement for an outdoor activity is a half marathon which doesn't



even compare to what these guys have done. Having jumped over the fence - from being at an offshore centre to being at the centre of things where you decide what gets offshored - is immensely satisfying.

So that has been my journey since I stepped out of Shillong 8 years ago. Tentative and unsure,

but looking back from where I started, it feels like a rewarding one. So keep dreaming and aspiring and things will keep steadily fall into place. It might feel so, but it always does...

Tanmay Chaturvedi, PGP 2008-09
Manager, Accenture Australia

OFF BEAT

The Greatest Circus on Earth

"Author's Note: Try relating the characters of the story with some similar characters in your present life. The story will make much more sense after that."



Curtains drop, and the entire audience goes in unison, "Wohoo! They are back!". As the crew and cast walks on to the stage, Ralph stands in a corner with teary eyes. These were the tears of joy, the tears

of retaliation. "This is how it's done Mr. Penguin" he thought.

Ten years ago, in a small town called Big Hill, Smith Sons Circus Company was established by two brothers, Ralph and Oliver Smith. These young, hot blooded handsome guys wanted to make everyone a little happier than they already were. To fulfil this desire, they bought a Royal Bengal Tiger, A white Elephant, an Eagle with one wing smaller than the other and an old monkey who would just refuse to walk, from a Zoo in Ahmedabad. They started this company with the help of local investors and employed five of their friends. It was decided that whatever they will make out of this business, they would first feed the animals, then divide the amount left equally among all their friends. The show was called 'The Greatest Circus on Earth' and was performed once a week. It involved some very peculiar acts which always left its audience in splits. Slowly and gradually the show gained momentum and people from nearby towns started to flock in. Ralph and Oliver knew that only the poor came to watch their show as the rich already had plenty of indulgences to keep them accommodated with. So, they had to keep the price of the ticket as reasonable as possible. Margins were low but the level of satisfaction and an urge to deliver better next time was very high post every performance. Each show had new tricks done with the same animals and humans.

One fine day, a man with a big belly and a small hat walked backstage after the end of the show. "Hi, I am Albert Penguin. I really like your show. Would you like to work for me?" he asked. Ralph refused immediately as he did not like the concept of working for someone else. But he only had fifty percent say in this decision.

Oliver, who recently had a child wanted to ensure a better future for his son and thought of expanding the company. As he held the other fifty percent, he welcomed Mr. Penguin's idea and decided that he would pursue his brother to include Mr. Penguin into the business. Mr. Penguin had fought many wars, led many businesses and now was on his way to make a small-town circus into one of the greatest entertainment shows of North Dreamland. Though Ralph was against the whole idea of bringing in an outsider, he too loved his nephew and understood the current hardships. In the end, Mr. Penguin got a seven-point-five percent stake from the end of both the brothers and he was welcomed aboard.

Citing as the pre-requisite of performing in the city, he started employing some rules in the company. Now, each performer had to give details of his or her whereabouts during the day. To cut down the operating costs, he reduced the feed of the animals to forty percent of the original diet. He also started demanding daring acts from the performers. Now and then if someone raised their voice, he would shun them down citing his fifteen percent in the company. At the same time, he kept the brothers busy in attending parties and meeting influential people of the city. He also found out that Oliver had gambling issues in the early days of his youth. He introduced him to one such group of gamblers where Oliver started losing a lot of money. Penguin would then trade money for share in the company with Oliver. Within a few months, Mr. Penguin had fifty five percent of the stake while the brothers were left with only forty five percent, making them minority owners of the company. He then decided to shift the employees from the equal profit sharing to payroll-based compensation and simultaneously increased the price of the tickets. Looking at the plight of his company, Ralph started confronting Penguin. But being a minority stakeholder, he had no say in the final decision making. One night, goons attacked him, and he was severely hurt although he somehow managed to escape. He never returned.

A few years later, health of the animals started deteriorating. Performers too met multiple injuries while attempting daring acts. All the original performers quit the circus while the new ones could never match up their level of talent. The circus was witnessing a fall in the attendance. On one side the profits were falling but on the other, Mr. Penguin's belly and his anger, both kept increasing. One night, while feeding the Royal Bengal Tiger, the caretaker forgot to close the door. The big cat saw this opportunity and slowly sneaked out of the cage. Marred with hunger, he reached the room from where the strongest smell of the most delicious food was coming. He looked at the big fat man sitting on the chair, took a step back and leaped into the air. Next morning, the Smith Sons Circus Company was shut down until no further notice.

All the old employees read the newspaper, rejoiced and started searching for Smith brothers. Their search lead them back to Big Hill. As the circus came back, the crew came back, the cast too followed and so did the animals. Together, they once again started the journey of 'The Greatest Circus on Earth'.

Shubham Singh
PGP 2017

METIER

Papers published:

Choudhury, H., **Roychoudhury, B.** and Saikia, D.K. (2018) 'Enhanced identity privacy in UMTS', Int. J. Ad Hoc and Ubiquitous Computing, Vol. 28, No. 4, pp.203-219

Yadav, M.L., **Roychoudhury, B.** (2018), Handling Missing Values: A study of Popular Imputation Packages in R, Knowledge-Based Systems, 160, pp. 104-118

The Light Now Shines Afar



On September 13 2018 Professor Sitangshu Kumar Chakraborty passed away at the age of 78. He was an intellectual giant and a pioneer who introduced Vedantic philosophy in business and management. Prof Chakraborty. was the Founder and Convener of Centre for Human Values at the IIM Calcutta.

At a time when rein-less speed and mind-less greed characterize the 'Brave New World' of the 21st century, when the discipline of management is ruled over by the champions of careerism and consumerism, a lone, powerful and sane voice arose to turn the tide against the mainstream offering a formidable challenge to the worshippers of numbers and figures like profits, turn over, share price and so on. It was the light of wisdom that radiated from the illumined mind of Prof. (Dr.) S. K. Chakraborty of IIM Calcutta. Come to think of it, he himself belonged to the discipline of Finance of Accounting in IIM Calcutta. A one-time expert in Cost and Management Accounting and Management by Objectives he was completely transformed by the early 80s of the last century to his new incarnation to emerge as a globally acclaimed and revered thought leader in Management and otherwise as the pioneer of Human Values movement in Management based on Indian Ethos. A consultancy work on organization study of Ramakrishna Mission did this miraculous metamorphosis in an academic who had spent quite a long phase of his life working on balance sheets and quantitative tools and techniques of management. In his formulation of Value-based Management he drew inspiration from four great Indian leaders of thought, words and action reigning during the second half of the 19th century and the first half of the 20th century. These great masters constituted his golden quartet of inspiration for his new paradigm of Management – Rabindranath Tagore (1861-1941), Swami Vivekananda (1863-1902), Mahatma Gandhi (1869-1948) and Sri Aurobindo (1873-1950).

It was on a rainy June morning in 1987 that I was attending a Management Seminar in Kalamandir auditorium Kolkata. I had just received my selection letter for the Post Graduate Programme in Management from IIM Calcutta and was enthusiastic to learn anything and everything about Management Education. So I went to attend this Seminar with a friend with a lot of hopes and expectations. First speaker in that Seminar happened to be one Professor S. K. Chakraborty. To my utter surprise I found that in an audience of academics and business professional mostly clad in suit, there rose to the podium a middle aged serious looking person wearing *dhoti* and to add to my surprise he was deliberating on the contribution of

Buddhism to Modern Management in a sonorous voice resonating with inner conviction of the speaker that left me spellbound and inspired. Later I came to know that he offers a unique Elective Course on Indian Ethos in Management in second year at IIM Calcutta. On that very day I decided to opt for that course even before joining the Institute. When I finally took the course in Term IV of my second year I found a new beacon of light in an otherwise structured and somewhat claustrophobic mainstream paradigm modeled along strong western influence that championed the gospels of careerism and consumerism. And here was a conscientious thinker and academic talking about Human Values, Indian Ethos, Wisdom Leadership and Business Ashram. In my euphoria, I dropped a course in the next term (Term V) to do a Term Paper under his guidance on Human Values and Indian Ethos in Management. That was the beginning of my lifetime relationship with my revered Professor and Mentor.

What began as an elective course titled 'Management by Human Values: Indian Ethos' and a similar programme for corporate executives grew increasingly in popularity among the students and business community over the years. Academics, consultants and business people from abroad from both the Western and the eastern hemispheres of the world came in numbers to attend his programmes. Conscientious thinkers from the West who had got tired and disillusioned by the dominant western capitalistic models of management came to the Centre and joined his movement. As the reputation of his pioneering work spread far and wide, the Board of Governors of IIM Calcutta, with full support of the then Director Dr. Subir Chowdhury, institutionalized his efforts by creating the Management Centre for Human Values under his stewardship. Research Fellows joined the Centre to assist him in fulfilling his mission and vision. Nearly 40 corporate houses came forward to support the funding of the Centre. Rupees 5 crores was mobilized within a short span of 5 years both from the public and the private sector. In April 1993 I left a corporate career to join the Centre as a Research Fellow along with Debashis Chatterjee, the present Director of IIM Kozhikode. Since then I was there with Prof. Chakraborty at the Centre with a long term commitment and a compelling mission. Personally for me living and working with Professor Chakraborty was the beginning of a great learning experience for a lifetime that is indeed rare in an IIM context.

The next decade saw phenomenal rise of the Centre to fame far and wide. The Journal of Human Values, a biannual international journal with an international advisory board had Dr. Chakraborty as its Founder Editor-in-Chief. of the journal that was to become the mouthpiece of the Centre all over the world. By the time Prof. Chakraborty retired from IIM Calcutta in January 2003, the Centre was already a household name in academic and corporate circles in India and beyond.

A prolific writer. Professor Chakraborty authored 37 books in his lifetime including a dozen on Human Values and Indian Ethos in Management, apart from hundreds of articles in journals worldwide. Notable among the books are 'Managerial Effectiveness and Quality of Work-life: Indian Insights', 'Ethics in Management: Vedantic Perspectives' (Escorts award winner), 'Human Values: Tagorean Panorama' (jointly with Pradip Bhattacharya), 'Managerial Transformation by Values: a Corporate Pilgrimage',

'Values and ethics in Organizations', 'Against the Tide', 'Wisdom Leadership: Dialogues and Reflections', 'Rajarshi Leadership' among many others.

Professor Chakraborty held the strong view that unless the corporate leadership develop a 'Quality Mind' through personal enrichment at the level of the mind and the heart all efforts at organizational transformation by changing and redesigning structures and systems will not deliver the goods. He traced the major ethical collapses in business and society to 'perverted use of sharp intellect'. According to him real transformation can only come through conviction and not manipulative calculation. Hence in all his courses and programmes he placed premium thrust on emotional purification. Following the classical Indian yogic tradition as inherited from Swami Vivekananda and Sri Aurobindo, he introduced a psychological process for developing deep self-awareness and mind enrichment as an integral part of all his courses and corporate training programmes. His Management Development Programme on 'Management by Human Values: India Insights' drew the maximum number of participants from India and abroad among all other MDPs of IIM Calcutta.

Professor Chakraborty offered his vision on Spirit-Centered, *Rajarshi* Leadership. The Sanskrit dictum says: "*svarat samrat bhavati*" It means one who can rule or govern oneself can also lead others well. That is, the ideal or model leader exercises leadership on himself or herself first. This entails bringing forth the hidden Spirit into the forefront of the leader's personality. Chakraborty emphasized that Indian civilization is based on the groundwork laid by such leaders, called '*Rajarshi*'s, which literally means a king and a sage. In this model, the schism between the secular and the sacred vanishes. Great examples of Spirit-centered, *Rajarshi* leadership include Emperor Ashoka (220-300 BC), Jamshedji Tata (19th Century), Mahatma Gandhi (20th Century) and R. K. Talwar (20th Century).

Why does the 21st century need Spirit-centered or *Rajarshi* leadership? Professor Chakraborty's answer was that because the vast, hidden and irreversible damages caused by economic growth, which thrives on globalized greed, needs to be halted. Spirituality has to be the master, not the servant of material attempts. Relevance to the bottom line of business cannot be the test for spirituality. Instead spirituality has to be the benchmark for business activities.

These words are more relevant than ever. Those like me who had the opportunity to come near him will never forget Professor Chakraborty's kind and generous personality and his deeply rooted spiritual humanism. The light of his wisdom will now shine afar radiating inspiration to all who dare to think differently beyond the structured and fossilized mainstream academia to create enlightened individuals, sustainable organizations, model academic institutions, a sane society and a livable planet founded on sustainable human values and ethics for the future.



Prof. Sanjoy Mukherjee

Letters to the EDITOR



Hello Sir,

Thank you and the Team for publishing the newsletter capturing our campus activities on a monthly basis. I am reminded of the postman services during my childhood who was entrusted with the responsibility of carrying news sent from families far away. The newsletter is a great step in the same direction to communicate the happenings in our campus to its alumni who are no way less than an extended family.

Once we step out of the campus, our experiences turn into memories. As the years go by, we get immersed in our personal and professional lives and slowly distanced from our alma matter. With the newsletter in my inbox, I can say with childish excitement that I drifted back to my college days and the awesome time spent there with so many good souls. We are all doing pretty good in our corporate lives, however nothing made me happier than reading on the activities of Rutwik, Jeremy, and the team's activities towards social development in North East. Looking forward to many such editions :)

**Regards,
Chandan Rout
PGP Class of 2013**

Hello Sir,

Trust you are doing good. Nuksa is a wonderful initiative. I felt close to the campus after reading it. Great work. Missing Shillong all the more today.

Take Care.
Ayush Tewari

"True morality consists not in following the beaten track, but in finding the true path for ourselves, and fearlessly following it."

Mahatma Gandhi

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