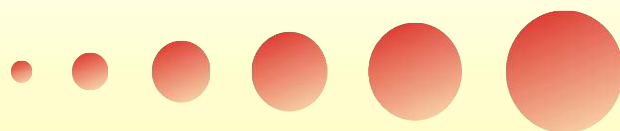




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Note from the Director



Dear Alumni, Faculty, Staff, Students & Corporate Friends,

Greetings from International Management Institute, Bhubaneswar!!

I am pleased to introduce the first edition of our School's e-newsletter IMI-Bytes. The launch of this e-newsletter marks another exciting milestone in our short span of existence. The newsletter will serve as a powerful communication tool for enhancing the ties between various stakeholders of IMI-B. This launch will be the first in the series of communication between IMI and the extended family of its alumni, students, faculty, staff and corporate friends.

The primary objectives of this newsletter is to share information about various activities that we all do, share key industry statistics and analysis, networking among various stakeholders and most importantly for us to keep in close touch with our respective activities. We've had a very exciting year of progress, students' success and challenging activities that will advance our programmes. My colleagues and I, look forward to sharing this news with you regularly.

During the past year, faculty at IMI-Bhubaneswar conducted 20 training programmes and trained over 400 executives. These programmes were in the areas of General Management, Leadership & Team Building, Corporate Social Responsibility, Information Management and teaching pedagogies etc. IMI-Bhubaneswar hosted 13 International participants from more than 10 countries for a one-week programme on cross-cultural and international operations.

Faculty members of IMI-Bhubaneswar also contributed to various research and publications. We published 15 National level research papers, 10 international papers and 2 text books with international publishers. Over 30 senior executives from public and private sector companies have visited our campus and interacted with our students and guided them.

No wonder, IMI-Bhubaneswar got acknowledged as an "Emerging B-Schools of repute" in the country by the NHRDN (National HRD Network) and is ranked 9th in "Beyond IIM's School Survey 2014" done by Higher Education Review. These rankings are based on authentic data duly validated and verified. Unlike other B-School rankings, the schools were assessed in a transparent and rigorous manner. The state government of Odisha recognized IMI Bhubaneswar as a premier institution from where Odisha government would recruit MBA graduates for its State Public Sector Units (SPSU).

The first batch of 12 students graduated on September 28, 2013 during the first convocation ceremony held at our campus. The second batch of 24 bright students awaits their graduation ceremony, which will be announced soon.

Let the exchange of information be for the benefit of the Institution and the society. I hope the newsletter will be a useful contribution to express our collective voices and improve the quality of conversations, networking and opportunities from both sides.

(Prof. Ramesh Behl)
Director, IMI-Bhubaneswar



AN UPHILL RIDE: BRANDING B-SCHOOLS

Dr. Dindayal Swain

The writing on the wall is Innovate or die. Management education is going through its most challenging phase ever. In the last five

years, the number of B-Schools in India has tripled to about 4,500 amounting to as many as 3, 60,000 MBA seats, collectively. The demand has begun to deflate now, as the economic growth rate hits its slowest in the last nine years, and the quality of education provided by B-Schools came under the radar, the ASSOCHAM paper noted. According to the 2013 ASSOCHAM paper on "B-Schools and Engineering colleges shut down- Big Business Struggles" reveals that campus recruitment in 2012 was down 40 percent since 2009. As a result, B schools and engineering colleges are not able to attract students. More than 180 B-Schools have already closed down. Only 10% graduates from Tier- II business get a job immediately after graduating, compared to 54% in 2008, says the report. The reasons are many ranging from poor understanding of management education by the entrepreneurs, poor faculty recruitment policy, backdoor entry and promotion, commoditization of student intake, poor infrastructure facility, regulatory issues, lack of focus, quick diversification in to different programmes without consolidating the existing programme, obsession on multifarious activity, running institutions on director lead rather than faculty lead, administrators running business schools than academicians, leaving behind the brand equity of ancient quality learning's from Indian education & appreciating blindly education system of the west.

It is just like driving world's most luxurious car on the bumpy road with no ground clearance at all. Now the time has come when the business schools before diversifying in to too many areas in the hope of earning revenues and profits need to settle down with a clear cut vision and a more easy to understand mission. The top management or the CEO has to understand as to how they can meet the needs of the stakeholders profitably. The CEO or the top management rather than being whimsical about their own ability they need to build business schools on the basis of core strength of the school. A business school can't be the best in all the areas like teaching, research, training and consulting. Ideally being good at everything is great.

The Top Brass needs to have a clear-cut strategy to adopt a USP (Unique Selling Proposition) or MSP (Multiple Selling Proposition) strategy and build resource, philosophy and culture around that. Everybody talks about ROI

(Return on Investment) in business schools in all the aspects forgetting the investment part. For example while inviting corporate practitioners to the class people talk about the benefit you will get rather than focusing on the academic contribution as well as the lateral benefit like networking, placement assistance and consulting projects.



So the time has come for the B-Schools to follow a clear cut branding strategy by defining the following four parameters.

1. Who are you?
2. What are you?
3. For whom you are?
4. Why you and not others?

In branding and positioning there is a need to follow a simple mantra known as clarity. Business schools those who stay at or grow to the top has absolute clarity in their operation. Leaders at top need to think clearly about the system and processes which are more sustainable and robust in the long term.

There is a need for more holistic approach for B- Schools with clarity like inculcating people skills, managerial skills and technical skills in their students. For making them industry ready rather than asking industry to make them ready. The corporate environment is more dynamic and change is the rule rather than exception. There is a need for an innovative mindset and willing to challenge the status quo by experimenting with the curriculum, pedagogy, delivery, assessment models, building human asset along with other factors of organization, strong rapport with the corporate for bridging the gap between academia and industry and last but not the least appreciation for out of the box and innovation thinking inside the Institution.



BIG DATA

Dr. Manit Mishra

What is common to a banker who intends to determine which of her customers are at a greater risk of account-takeover fraud

and a retailer intending to reach out to a prospective customer who happens to be in the vicinity of the retail outlet?

The answer lies in big data analytics. Big data is the buzz word today. The old idea of data residing in rows, columns, reports and purchase transactions is passé. The form of data has evolved and now, it also originates from tweets, videos, click streams, sensors used to gather climate information, posts to social media sites, cell phone GPS signals and various other unstructured sources. IBM estimates that every day we generate 2.5 quintillion bytes (10^{18} bytes or 1000 petabytes) of data leading to creation in last two years itself, of 90% of all data available. Eric Schmidt, the CEO of Google, took everyone by surprise in a conference in 2010 when he declared that we create as much data in two days now as we did from the dawn of civilization until 2003. Therefore, it is called as big data.

Doug Laney of Gartner, Inc. defined big data as “high-volume, -velocity and variety information assets that demand cost-effective, innovative forms of information processing for enhanced insight and decision making.” It promises to companies not just information, but insight. It provides an opportunity to unravel the mysteries in the past, present and future when explored using tools e.g. modeling, experimental design, prediction, optimization and simulation. For an organization, it translates into more objective yet speedy decision-making.

Big data is already influencing the way companies approach customers. The outcomes are evident in the form of new concepts floating around as well as cases of profitable execution. For example, location based

features e.g. location. LBA allows focused marketing communication with specific reference to location. With rise in m-savvy customers and availability of technology to track, LBA is being pitched as one of the top high-value mobile services to achieve mass adoption.

Fraud detection is another area where big data is turning out to be of help. Ruchi Verma and SR Mani of Infosys reported a case wherein GE Consumer & Industrial Home Services Division saved about US \$5.1 million in the first year of using SAS to detect fraudulent claims by unscrupulous service providers from within the organization. Big data and analytics

BIG DATA

Eric Schmidt, the CEO of Google, took everyone by surprise in a conference in 2010 when he declared that we create as much data in two days now as we did from the dawn of civilization until 2013

not be inexpensive, but it is definitely proving to be cost-effective by resulting into insightful decisions.

The companies which believe in imagineering the future are gaining new insight through big data analytics and thereby, adding value to their processes and outputs vis-à-vis their stakeholders.

CORPORATE RENDEZVOUS

Senior students share their internship experience



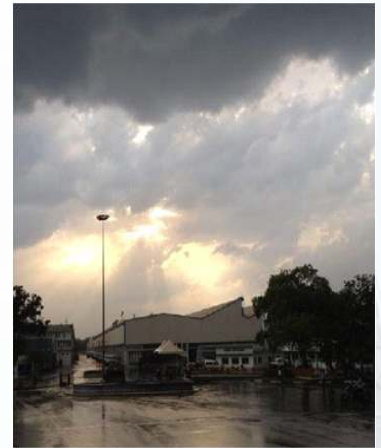
MY TIME WITH TATA MOTORS Ishaan Rattanpal, PGDM 2012-14

Getting associated with an organization that stands for ethics, business-excellence and integrity was a reason enough for me to look forward to my 8 weeks of stay in the city of steel Jamshedpur, the township of the Tatas that houses the oldest mother plant of Tata Motors Limited.

Exploring the 580-odd acre plant of Tata Motors in one-go was definitely not an easy task for anyone. Hence, the first week was spent understanding the whole system of the organization spending innumerable hours at the especially dedicated Tata Management Centre that houses a huge library of many journals, books and magazines. After a week of careful analysis of the work-requirement at the Jamshedpur plant of the Tata Motors and considering my profile, I was drawn into the domain of Innovation Management that is handled by the HR department of the organization. The project details were handed out. I was pretty excited to explore the whole scope of my assignment and immediately put on my thinking cap on how to go about the whole project since it was a whole new field of research for me.

'Experimenting with new work around' and 'wanting to come out of my comfort zone' was my mind-frame. The assignment mainly dealt with gauging the motivation levels of the work-force in the plant as regards to innovation, scanning the organizational climate with the lens of various innovation based frameworks being adopted by the company and hence gives suitable recommendations based on the need-gap analysis. Cut to a certain flash-back: Tata's had started an annual event titled 'Innovista' way back in 2006 to reward and recognize the various innovative products rolled out in the various Tata Group of Companies with none other than Mr. Ratan Tata rewarding the winners himself at a gala function that takes place every year in Mumbai. It was in 2009 that the innovation drive was decided to be adopted in the Jamshedpur plant of Tata Motors as a derivative of the main event. The theme being the same: rewarding innovation at various levels - be it innovations at the preliminary stage, promising innovations or innovations that looked good on paper but somehow failed while execution.

Cut to week 3: I was already travelling across the huge plant-works in the shuttles deployed to carry people from one division to another within the plant meeting the various divisional innovation co-coordinators and gathering my data. The fact that I came from an engineering background but having never worked in a typical engineering firm prior to this (due to my sudden twist of interest towards advertising) made the experience all the more intriguing for me. Regular reviews with my mentors and faculty member made me fine-tune my works and helped me maintain sustained motivation and encouragement.



My co-interns were a great source of learning reservoir for me, bringing diverse skills and interests to the fore-front and making my internship a truly enriching experience.

Cut to the D-Day: Reports were submitted. Presentations were given. A warm hand-shake of appreciation and acceptance of the set of recommendations I had given were reasons enough for me to take back a set of experience that was truly rewarding in every sense of the word. The equations and camaraderie I had forged with my mentors and co-interns will always be remembered.

To conclude, I would like to share these nuggets of lessons hidden in these 8 weeks of my summer experience with the Tata's: one must look for quality projects to enhance one's profile something that suits and interests them. One should also try to come out of the comfort zones sometimes and try to experiment and add extra dimensions to one's profile in the initial stages (and maybe later as well) of one's career as a means of continuous learning exercise.

CAMPUS EXPERIENCE

Students share their initial campus experiences



A "straight-from-the-heart"

ANANT ASHESH

Astit Manager Team Leader Planning & MIS
TOYOTA TSUSHO INSURANCE
PGDM 2012-14

Imparting knowledge to the next generation has been human nature since time immemorial. Whether the hieroglyphs on the pyramids or later on the development of Latin and then English, man has always passed on his knowledge to the next generation. And through the ages the method of passing on that knowledge has also changed. In today's education scenario knowledge is being passed on to the students, but how? International Management Institute, Bhubaneswar (IMI-B) is setting a new trend in management education.

When I joined IMI-B, I was a bit apprehensive about the new institute. But ever since the starting of the PGDM program, I have been experiencing new and innovative methods of teaching. The first orientation activity called for a blind-fold exercise where the students had to guide each other through the campus and in the end they were asked to form a perfect square while still blindfolded. From the very start the students had to trust their batch mates who were guiding them and this created a deep level of trust and understanding between the students.

But that was just the start of the innovation that I was to experience. Teaching team work and trust through free-fall exercises, co-ordination through ball room dancing and making the students create

live animation videos for a deeper and better understanding of various management concepts. The faculties at IMI-B have gone beyond the normal and are giving the students an experience that no other place could provide. Recently the students were given an assignment to watch the movie - "Take the Lead". But surprisingly, when they reached the classroom they were greeted by an impromptu salsa class conducted by the OB-HR faculty at IMI-B. The whole class was dedicated to the students taking the centre-stage and learning on how to co-ordinate with people despite having numerous problems. As one of the 2012-14 batch, PGDM students said "I don't think I would have learned concepts with such clarity had I been attending a regular college." Another student was heard saying that "I have learned more from the classroom experience than by reading the books. I never thought that was a possibility."

The best part about the teaching pedagogy of IMI is that the teaching is not restricted to the class timings. I can interact with the professors any time I want. Be it on the cricket field or the TT table, the constant interaction between the teachers and students provides a continuous learning curve. The faculty of IMI imparts knowledge not only through books and notes but also through poems written by them. A poem on the "Chai ki toli" outside of the campus gates was written to explain the concept of servant leadership and how a small chainwala who started out on a cycle currently drives a luxury car. The dedication and commitment of the chainwala served as an inspiration for the students. It has been a joyride so far for me. And if you ask me, IMI-B is definitely shaping global leaders of tomorrow.

"Yes we focus on Quality rather than Quantity... we have profile-based selection process and students meeting the criteria are given the offers"

SADANAND RAY, PGDM 2013-15





Alumni Speaks ...

MR. NIPUN SACHDEVA

MARKETING MANAGER (KOTAK SECURITIES)

After my BBA I really needed a powerful program to better groom me in all aspects of business. Like others I was bit apprehensive about IMI-Bh as it was a new institute, I was in constant touch with faculty members before the admission and also did look at other options, but the constant encouragement of faculty members of IMI-BH and brand IMI had kept me motivated. Before admission I was informed about the resource sharing from IMI- Delhi, and Yes! IMI-BH kept its promise.

What I loved about IMI-BH is the quality of education and the sense of responsibility the institute has for its students, it is one of the few institutes across institutes which gives its students enough autonomy to perform, as rightly said by my dear friend Navneet, the events preparation, the class participation, the corporate readiness program, groomed us, the appreciation encouraged us.

The course pedagogy was excellent, it is very demanding so is the corporate world, my two years was full of thrill and excitement, the hostel life was tremendous, I have made some of the best friends, had very loving juniors and tremendous faculty and very caring director.

Today I am enjoying a very fast paced life, a very good organization, a very good profile and very fast growth, thanks to IMI-BH, which had prepared us for a fast moving career, Kudos to the future aspirants.



Alumni Speaks ...

NAVNEET GOEL

Sr. Executive

FIRST SOURCE LIMITED

PGDM 2011-13

"With 2 years of prior work experience and stable job, I was a bit apprehensive joining IMI Bhubaneswar. But with the backing of IMI Delhi, and its long standing association with reputed business houses I have decided to tread this path"

Being a new Institute it had its own charm. Students had a lot of involvement in organising events, taking new initiatives, undertaking placement related activities and channelizing efforts towards establishing the institute. This also honed our entrepreneurial skills. The methodology of teaching and the domain knowledge of the faculties acted not only as a catalyst in developing a better understanding of the subjects but also helped us to develop a structured approach towards problem solving"

I am sure in time to come the institute will establish it self as "Mecca of Business Education in the country.

CORPORATE RESONANCE

Sounds from the corporate world

Mr.V.C.Aggarwal
President (Group HR),
RP-Sanjiv Goenka Group, Kolkata



"Brand New Institute. Excellent Environment and Facilities. Best of Luck for the Great Challenges Ahead."

Mr. Binod Kumar Panda
Co-Founder and Director,
Laurus, Bangalore



"Lovely Architecture...Great Class...Be a Seeker!!"

Mr.Srijat Mishra
C.E.O, Kalingasoft,



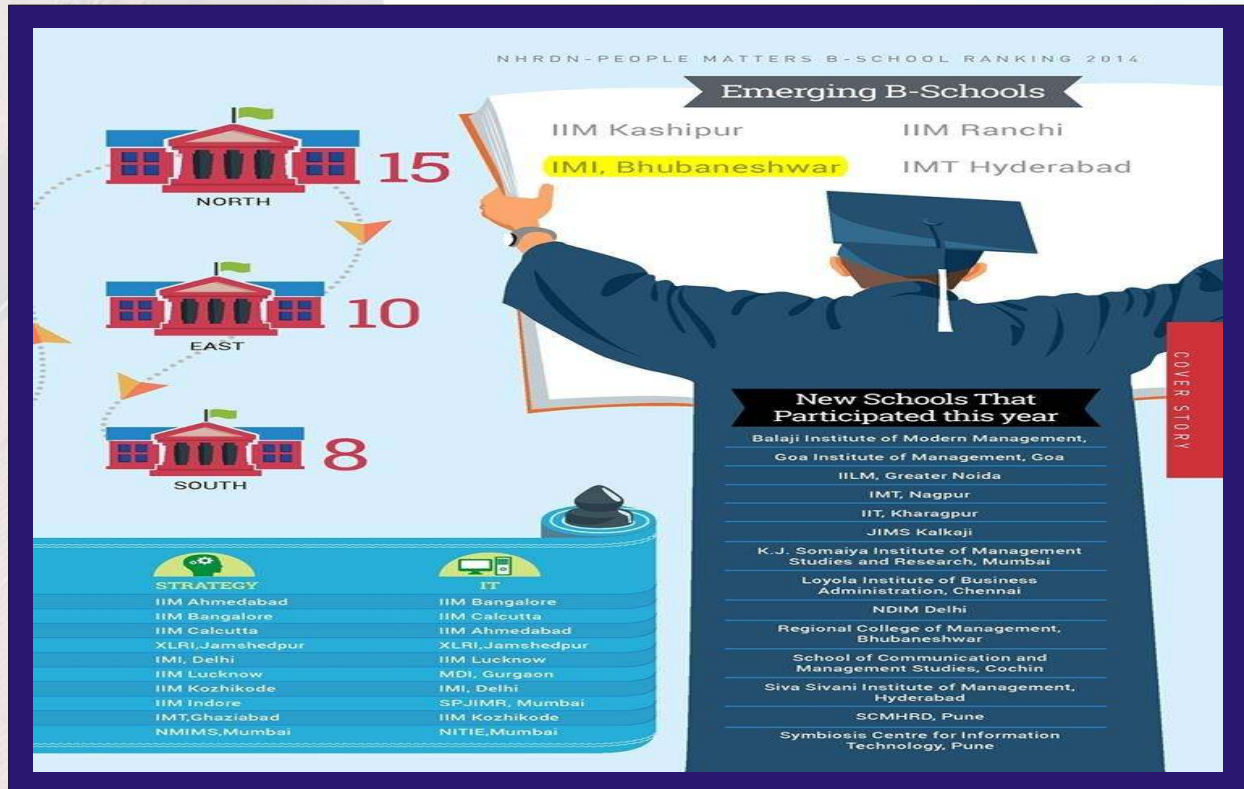
"Great Class!! Good Clarity of Thought. Back it up with Ambition, Passion, Optimistic Values, and Shine!!"

Ms. Sourajita Panda
Founder, IGNITERHR



"An Amazing lot of Students Backed by Motivating Faculty. Keep up Good Work."

ACCOLADES FOR IMI, BHUBANESWAR



CAMPUS EVENTS

Quick snippets from the campus



Padmashree Dr. Pritam Singh, Director General-IMI Inaugrating MDP Programme for NTPC Senior Management.



e Mantra-AICTE Sponsored Event on Entrepreneurship



"General Management Programme" for NTPC Senior Management



FDP on "Case Method of Teaching"



FDP for CBSE Principals



Programme for Foreign Participants.



CSR Training Programme.



Orientation Programme for PGDM 2013-15 Batch

Dear Reader,
Please enrich IMI Bytes Team
with your constructive suggestions to
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