

MANDATORY DISCLOSURES

I	<p>NAME OF THE INSNTTUTION: T. A. PAI MANAGEMENT INSTITUTE MANIPAL 576 104 KARNATAKA Ph: 0820-2570162 / 2573162/3 Fax: 0820-2570699 / 2570622 E-Mail: director@mail.tapmi.org Website: www.tapmi.org</p>	
II	<p>Governance: T.A. Pai Management Institute Trust, a registered Trust has promoted the T.A. Pai Management Institute in the year 1980. The Trust has appointed members eminent persons from different fields of life to the Governing Council of the institute. The list is as follows:</p>	
	<p>Dr Ramdas M Pai Chairman T. A. Pai Management Institute Manipal 576 104</p>	
	<p>Dr V A Pai Panandiker President Academy of International Education Goa</p>	<p>Dr M Rammohan Rao Dean Indian School of Business Hyderabad</p>
	<p>Dr P D Shenoy, IAS (Retd) Former Labour Secretary to Govt. of India & Member, National Consumer Disputes Redressal Commission New Delhi</p>	<p>Shri Bhaskar Bhat Managing Director Titan Industries Limited Bangalore</p>
	<p>Dr K R S Murthy Former Director Indian Institute of Management Bangalore</p>	<p>Dr M S Valiathan National Professor Hon. Advisor Manipal University Manipal</p>
	<p>Dr H S Ballal Pro Chancellor Manipal University Manipal</p>	<p>Dr H Shantaram Academy of General Education Manipal</p>
	<p>Prof. M Mahadevappa Chairman, Policy committee, Protection of Plant Varieties & Farmers' Rights, GOI, Bangalore</p>	<p>Dr A S Vasudev Rao Member-Secretary Director In Charge T A Pai Management Institute Manipal</p>
	<p>Members of Academic Advisory Body</p>	
	<p>Dr A S Vasudev Rao Chairman – BOMS Director In Charge T A Pai Management Institute Manipal</p>	<p>Shri M S S Varadan Managing Director OM Consultants (I) Pvt Ltd Bangalore</p>

	Dr G Raghuram Professor Indian Institute of Management Ahmedabad	Shri Shankar Venkateswaran Director – Application Marketing (Asia Pacific) Oracle Corporation Australia
	Dr G S Keshavamurthy Bangalore	Shri Ranjan N Acharya Corporate Vice President – HRD Wipro Corporation Bangalore
	Shri Mohan M Phadke Former Vice President Ballarpur Industries Limited Pune	Dr S Ramnarayan Centre for Good Governance Hyderabad
	Prof. N Ramesh Professor T A Pai Management Institute Centre for Executive Education Bangalore	Dr Simon George Member Secretary - BOMS Dean Academic T A Pai Management Institute Manipal
	Frequency of the Board Meetings and Academic Advisory Body: Annual	
	Organisational chart and processes: Enclosed	
	<p>Nature and Extent of involvement of faculty and students in academic affairs/improvements: Regarding academic affairs a faculty member would be nominated for a period of two years minimum to take charge of PGP administration as Chairman-PGP. Further a PGP Committee is a recommendatory body to deal with PGP related matters, such as programme content, rules and regulations, scheduling, etc. Similarly the admissions to the PGP is managed by a faculty member nominated as Chairman-Admissions supported by a Admissions Committee. Placement activities are managed by Chairman-Placement supported by Placement Committee and student committee.</p> <p>Regarding students involvement there are several forums over 10 numbers to take care of planning and conduct of co-curricular and extra curricular activities including major management events such as Atharva, Marketing fair BrandScan and Business Plan contest such as Sankalp.</p> <p>The academic council consisting of all the faculty members is responsible for review of academic courses, programme objectives, modifications and recommendation to award the PGDM diploma to the eligible students.</p>	
IV	PROGRAMMES POST GRADUATE DIPLOMA IN MANAGEMENT (PGDM) (FULL TIME)	
	Number of seats: 120 Duration 2 years Cut of marks for admission during the last 2 years: 50% aggregate in any university three years degree course. Fee: Total Rs.6.46 lakhs (including Rs.20,000/- towards text books and caution deposits) for two years. Placement facilities Campus placement in last two years: 100%	

	Minimum Salary	Maximum Salary	Average salary
During 2007	Rs.3.5 lakhs	Rs.9.25 lakhs	Rs.6.69 lakhs
During 2008	Rs.5.00 lakhs	Rs.18.00 Lakhs	Rs.7.38 lakhs
V	FACULTY Permanent faculty: 29 Besides one faculty member has accepted the offer and Director appointee would be joining the institute in March/April 2009 Adjunct faculty: 1 Visiting faculty/guest faculty: 19		
	Profile of each faculty with qualifications, total experience, age and duration of employment at the institute concerned.		

Full time permanent faculty members of TAPMI



TAPMI faculty profiles

Prof. A. S. Vasudev Rao

Director In Charge

BE (Mech) Mysore University;
PGDBM,(XLRI); Ph.D., Karnatak
University



vasudevrao@mail.tapmi.org

Dr. A S Vasudev Rao has over 42 years of experience in industry, consulting and academics. His main areas of experience are in Project Engineering and Design, Technical Consultancy, Entrepreneurship Development and Management education. Prior to joining TAPMI, he has worked in TATA Steel, TECSOK, a technical consultancy organization, and at NITK -STEP, a Science & Technology Entrepreneurs' Park, as Director. He has been awarded Ph.D. degree for his doctoral thesis on Small Enterprise Consultancy intervention from Karnatak University in January 2005.

He would be able to extend training and consultancy assistance for project identification and feasibility studies, project implementation, performance improvement and management of Small & Medium Enterprises. His research interests include Entrepreneurial opportunity recognition, Technology Management, Small Business Management and Family Business Dynamics studies. He can plan, and organise executive education programmes on Project Management and Project Appraisal for company executives.

He teaches courses on Entrepreneurial Management, New Venture Creation, Small Business Management Project Management, and Technology Management.

Prof. Simon George

Dean Academic

M.Sc, MBA, Aligarh Muslim
University; Ph.D. Marketing,
Patna University



simon@mail.tapmi.org

Presently working as Professor in the Marketing area of T.A. Pai Management Institute, Manipal. Joined TAPMI in 1991. He teaches courses like Marketing, Brand Management and Services Marketing. Loves to teach through cases and also enjoys writing cases. His cases have been published in Vikalpa—journal of IIM Ahmedabad. He is also in the expert panel of reviewers in the IIM Bangalore's management journal. He also had worked in the electronics component industry for about 3 years before getting into academics. He has about 20 years of teaching experience.

He regularly conducts training programmes for practicing managers. He has conducted several Executive Education Programmes in Marketing for companies like Ashok Leyland Ltd, Infosys, Jindal Steel, BPL, ECE Elevators,

Corporation Bank, Syndicate Bank etc. He is acting as the faculty coordinator of BrandScan – a very reputed and industry accepted marketing research fair organized by TAPMI. Recently he brought out a compendium of articles titled "Scanning the brands and the market" – which is a collection of articles based on live market research projects guided by him under BrandScan.

Recently he was invited to teach a Marketing course, in the Spring semester in Oakland University, Detroit, Michigan, US. He is also a Professional Member of the American Marketing Association.

Prof. A Sivakumar

Professor

BSc; MBM; PhD., Agribusiness
Mktg., Karnataka University



siva@mail.tapmi.org

Prior to joining TAPMI, Prof. A. Sivakumar worked for about two years in an ICAR organisation. He is a regular guest columnist in Retail Biz - the retail sector magazine - of the Economic Times. He is on the Board of the Association of International Business India Chapter and a member of the Indian Society of Agribusiness Professionals. He has been identified as one of the External Examiners for Thesis Evaluation for MBA program of Tamil Nadu Agricultural University.

His interests are in the areas of retail management, written communication, international agribusiness and marketing management.

Prof. Ajit Chakravarti

Professor

B Tech IITK; PGDM IIMC



Prof. Ajit Chakravarti has held senior management positions in HCL (1974-1980 – Corporate Personnel Manager), Pressure Cookers and Appliances Ltd (Hawkins-Corporate IR Manager-1980-1983) and Asian Paints (Head, Corporate HR Function – 1983 – 1988). He has also had a five year stint (1989-1993) as an independent management consultant and Trainer based at Bombay with a Client list comprising of a number of blue chip companies.

In 1994, he was appointed the CEO& EVP of the software entity of Pertech Computers (PCL) called Mindware. He also served as the President and CEO of Ashok Leyland Information Technology (later rechristened as HTMT) from 1999-2002. He also served as VP-Global HR in the K. K Birla Group and was a member of the Management committee, overseeing the Group's HR from 2002-2005. He was the past chairman of the Karnataka chapter of Indo

American Chamber of Commerce for the year 2001- 02.

Recently he has been rendering consulting and advisory help to Corporates and individual entrepreneurs covering the areas of Business formation consulting, operational management and incubation of new business ventures.

Prof. Ajith Kumar J
B.Tech., M.Tech.
Associate Professor



akm@mail.tapmi.org

Ajith Kumar did his B. Tech. (1990) and M. Tech. (1992) in Metallurgical Engineering from IIT Kanpur, and has recently submitted his doctoral thesis at IIT Madras. He has nearly 12 years of work experience which includes stints as a consultant at the TRD&DC in Pune, as a manager with the ISKCON in Bangalore and with Konica in Chennai. During his doctoral study at IIT Madras, he lectured at a number of executive/faculty training programs in various parts of the country. Ajith's academic interests include Operations Management, Decision Sciences, Strategy and Knowledge Management. On the personal front, Ajith is interested in Photography.

Journal Publications:

Ajith Kumar J and Ganesh L. S., "Research on Knowledge Transfer in Organizations: A Morphology", *Journal of Knowledge Management, Emerald Publishing* (accepted for publication).

Conference Presentations:

1. Ajith Kumar J. and Ganesh L. S. (2007), "Modelling the Sharing of Tacit Knowledge in Organizations", *Eighth International Conference on Quality and Innovation Management*, New Delhi.
2. Ajith Kumar J. and Ganesh L. S. (2006), "Operationalizing the Flow of Tacit Knowledge", *Annual Conference of the Society of Operations Management*, IIM Ahmedabad.

Prof. Anuradha Rangan
Associate Professor
M.A, Public Administration; PhD.
Org. Psychology, Univ of
Mumbai; Fellow, National
Institute of Bank Management



anuradha@mail.tapmi.org

Prof. Devi Prasad Bedari
MA., PhD.



devibedari@mail.tapmi.org

Prof. Anuradha Rangan has 20 years of work experience, comprising Post-Graduate teaching and Management Consultancy. She has conducted a large number of Executive Development Programmes, handled many consultancy assignments and empirical research projects.

Her areas of academic interest are Organizational Design, Management of Change, and Development in Public and Private sectors.

Prof. Devi Prasad Bedari completed his MA and PhD in Economics from the University of Colorado at Boulder, USA in 1986 and 1992 respectively. He joins TAPMI with several years of teaching experiences at various academic institutions across the globe, such as, Tribhuvan University (Nepal), University of Colorado at Boulder (USA), University of Botswana (Botswana) and University of Namibia (Namibia).

On the basis of his training, research and interest, he is available to utilize his skills and experiences in the following areas:

- Business and economic forecasting
- Financial time series modeling
- Demand, production and cost analyses by regression methods
- Computation and evaluation of efficiency by using regression methods
- National income and balance of payment accountings and their importance in the context of a national economy
- Aligning a macroeconomy with the global economy
- Analysing and measuring business fluctuations

Prof. Elankumaran S

Associate Professor
Ph.D. Pondicherry University



kumaran@mail.tapmi.org

Dr. S Elankumaran has a little over two decades of teaching and research experience in the field of management. He was associated with Management Centre for Human Values (MCHV), IIMC, Kolkata, as a faculty member for ten years before joining TAPMI in November 2006.

He has taught courses like 'Management by Human Values', 'Business Ethics', 'Ethics in International Business', 'Corporate Social Responsibility', 'Behavioural Science' and 'Power & Politics in Workplace'.

His initial research interest was in Organizational Behaviour where he conducted research on topics like personality, organizational climate, job involvement and job satisfaction. His present research focus is on 'Corporate Social Responsibility', 'Corporate Codes of Ethics/Conduct', 'Cross-cultural Study on Ethics' and 'Leadership Spirit: Insights from the Past'. His research and writings have appeared in refereed international journals like International Journal of Value-Based Management, Journal of Human Values and Journal of Business Ethics.

Further, he has been involved in conducting numerous training programmes in his areas of expertise covering over 2000 senior managers from organizations of repute such as State Bank of India, Canara Bank, Bank of Baroda, Bharat Petroleum, Oil Natural Gas Commission, Ambuja Group, National Thermal Power Corporation, Powergrid, Oil India Limited, GAIL India Limited and Tata Quality Management Services.

Prof. Gururaj Kidiyoor

Associate Professor
B.E; PGDM



gururaj@mail.tapmi.org

Prof. Gururaj H Kidiyoor is an alumnus of TAPMI. He has nearly 10 years of experience in Industry. Prior to joining TAPMI, he worked in TVS Electronics, Wipro, and Digital Equipment. He is currently pursuing his Ph.D. in Marketing Management.

His academic interests include marketing of High-tech Products, Industrial Marketing and Technology Marketing.

Prof. Harish P. Iyer
Consultant Professor
MBA; Fellow member, Institute
of Chartered Accountants of India



harishp@mail.tapmi.org

Prof Harish P. Iyer has been a part of large multinational companies in Singapore and Australia for over two decades now. Prof. Iyer is a member of the board of directors of a few companies in India and abroad - companies specialising in developing advanced risk management IT solutions to the Financial sector. Prof Iyer enjoys working with students of TAPMI on topics related to financial and information risk management. He feels the students of TAPMI bring with them so much originality and enthusiasm that much of the credit for the success of TAPMI's Center for Applied Risk Management should go to them.

Prof. Iyer has presented papers in numerous forums including Euromoney and AIC Conferences on topics involving Risk Management, Technologies for Banking, Approaches to Treatment of Costs, Function point issues relating to ERP solutions etc. He continues to work with leading IT majors and other specialist organisations in developing R&D products aimed at bringing advanced information technology concepts and algorithms to address enterprise risk management issues faced by the finance, insurance and banking sector.

TAPMI is one of the first b-schools in India to offer an advanced management program on e-Governance. Prof Iyer – who has participated in several e-governance projects in Singapore - is currently co-ordinating the activities related to this course.

Prof. Jaba M. Gupta
Associate Professor
MA, PhD., Patna University;
CPET, ISB, Hyderabad



jabamg@mail.tapmi.org

Prof. Jaba Mukherjee Gupta's interest in Management Education was developed during her research in the area of Organization and Leadership at the University of San Francisco, USA. The transition from literature to management was driven purely by the desire to explore the nuances of human communication, intrapersonal, interpersonal and specifically communication in organizational contexts. Dr. Jaba M Gupta has recently completed a Certificate Programme in Entrepreneurship Teaching from ISB, Hyderabad. She has published several articles and research papers in international and national journals and books.

Dr. Jaba M. Gupta's teaching experience of almost twenty years spans various areas including modern English Literature, Language and Communication for Management,

Communication strategy and Communication in a Business Environment. Her goal is to prepare present and future business leaders to manage the communication demands of a highly competitive, rapidly changing global marketplace. To that end, she strives to equip students with the communication skills that will enable them to compete successfully in the business environment of the 21st century. Prof. Jaba M. Gupta has also conducted Communication workshops and taught in Management Development Programmes for executives.

Prof. Jaims K J
Associate Professor
PGDRM, IRMA



jaims@mail.tapmi.org

Prof. K. J. Jaims has twenty years of work experience: 10 years in the area of marketing with four food firms in India in the co-operative and the corporate sectors; 6 years in action-consulting and training, especially with the retail organizations; 4 years in academics: facilitating MBA students in marketing, prior to joining TAPMI in June 2007. He currently teaches Consumer Behaviour and Marketing Research. His strengths are: dovetailing the research needs of the industry with the tools of multivariate methods like conjoint analysis, logistic regression, discriminant analysis, cluster analysis, factor analysis, multiple regression analysis, multi-dimensional scaling, MANOVA, and perceptual mapping through SPSS. He closely works with the Business Analytics division of TAPMI Centre for Collaborative Learning in Bangalore.

His research interests include experiential branding (customer engagement practices which are difficult to copy) with specific reference to the theme parks (Veegaland, Cochin) and the aviation industry (Kingfisher Airlines) in the country.

Prof. Madhuchhanda Das Aundhe
Associate Professor
Fellow, IIMB



Prof. Madhuchhanda Das Aundhe's area of specialization is Information Systems. She has 7 years of industry experience, of which 3 years is in the software industry. She is presently based in Bangalore at Essae-TAPMI Academy.

Her areas of academic interest are Business Process Modelling & Reengineering and System Analysis & Design.

madhu@tapmi-blr.org

Prof. Mohan Kumar
Professor
BE; Masters, Univ. of Michigan



mohan@mail.tapmi.org

Prof. Pratap Chandra Biswal
Professor
(PhD, University of Hyderabad)



biswal@mail.tapmi.org

Prof. V. Mohan Kumar is a Graduate in Electrical Engineering and obtained his Masters Diploma in Computer, Information and Control Engineering from University of Michigan, Ann Arbor, USA. He has over 20 years of experience in industry and teaching.

His academic interests include Management Information Systems and Software Project Management

Prof. Pratap Biswal is the ICICI Bank BFSI Chair Professor at TAPMI. Prof Biswal completed his Doctorate (Ph.D.) from University of Hyderabad, Hyderabad, in 2003. The title of the thesis is “An analysis of stock prices in India: wavelets and spectral applications”. He is a risk management professional with over five years of experience, including derivatives and risk management. Strong macroeconomics and statistical / econometric capabilities backed by sound academic background.

His teaching interests are Risk Management and Derivatives, Investment Analysis and Portfolio Management, Financial Markets and Institutions, and Open Economy Macroeconomics. His research interest is in Risk Management and Derivatives, Commodity Derivatives and Applied Econometrics.

He has taught middle level managers at TAPMI’s Centre for

Executive Education, Bangalore and also taught executives at HP and Oracle through corporate college programs of TAPMI at Bangalore. Prof Biswal presented papers in National and International Seminars and Conferences on various topics. He also published papers in leading journals on related topics like stock market development, transmission of information between the stock markets, commodity futures and economic growth. He was among the select few faculty members from India to participate in a 10 day Research Boot Camp organized by Ross School of Management, University of Michigan at IIT Bangalore under the able supervision of Prof C. K. Prahlad.

He was awarded Research Fellowship by University Grant Commission of India in December 1998.

Prof. Raghunath Rudran
Associate Professor
B.Tech, IIT K, PGDRM, IRMA



raghunath@mail.tapmi.org

Prof. Raghunath Rudran has had sixteen years of experience in the industry. He started his career with Karnataka Cooperative Oilseeds Growers Federation as Assistant Plant Manager, handling aspects of projects, contract processing etc. This assignment was for a period of three years. Later, he joined Galaxy Surfactants Limited, as a Production Manager at their Tarapur unit. Later, he became the Senior Project Manager and then the General Manager, Projects, handling various Projects of Galaxy Group. He has handled both Projects and Manufacturing in the chemical industry, and has had good exposure to setting up, commissioning and running chemical plants, thus picking up a good amount of project management skills, as well as the capabilities required to operate running plants.

In 2002, he moved to a career in academics. At TAPMI, he has taught courses in Operations Management, Supply Chain Management and Basic Statistics to the PGDM batches at TAPMI. Thus he has developed good quantitative skills in these areas.

He has also Operations Management to many batches at TAPMI-Center for Executive Education and taught some of the above to batches from MRPL, HP and M-Source. Thus there is a good exposure to executive education in these areas.

He has also taught a course, (Global Supply Chain Management) to a set of students from University of Wisconsin, Oshkosh and University of Darmstadt, Germany, as a part of the Global MBA program that

TAPMI offers along with these institutes. This was done in partnership with a colleague. This gave a good exposure to the challenges of teaching students from a different cultural milieu and customising to their requirements in a short period of time.

He has handled the Placement Portfolio at TAPMI for three years, which called for initiating contacts with HR departments, getting them to campus, initiation and follow up visits, coordination of placement season, and so on. Quality of placements was also an important factor to be considered. This was a major administrative responsibility at the institute.

He is currently pursuing his PhD in the area of Service Operations Management.

Prof Rajagopalan A V

Professor

B.Com; A.C.A.; F.I.C.W.A.;
M.A. (Econs); M.Phil (Econs);
M.Phil (Management);PhD



avrajagopalan@mail.tapmi.org

Prof. A. V. Rajagopalan is an Associate Member of the Institute of chartered Accountants of India (ICAI) and is a Fellow member of the Institute of Cost & Works Accountants of India (ICWAI). He has got his Doctoral degree for his work in linking Managerial concepts with the ancient Indian texts. He also has the CMC (Certified Management Consultant) qualification, which is the globally recognised certification in the field of Business Consultancy

He has spent over 30 years in the finance and managerial spheres of various institutions in India and abroad. He has worked in India with Maruti Udyog Ltd , NDDDB, AMUL and Coal India and was a consultant for World Bank and USAID projects. He was associated with several consultancy assignments in the health, infrastructure, governance and urban development sectors for various projects of the central, state and local governments. He worked for the Ministry of Finance & Economic Development, Government of Botswana in Southern Africa and for a World Bank funded agricultural development project in Nigeria.

He teaches Management Control Systems, Managerial Accounting and Financial consulting courses. He has earlier worked for the Institute of Finance Management, Dar-Es-Salaam, Tanzania and the ICWAI, Chennai. He had been a faculty with the BIM-Bangalore. He has contributed several papers and has conducted a number of Executive

Development Projects for officials in the Government, Parastatal, Cooperative and Private sectors in India and Africa.

He is currently exploring MDP opportunities in the fields of Finance, Strategic Cost Management and sophisticated financial tools for decision making. Such programmes address middle and top management executives on an interdisciplinary basis and also industry specific programmes. He also can deploy his consultancy skills mainly for clients in the Govt., Parastatal and NGO sectors where he has considerable exposure in the past.

Prof. Rajiv V Shah

Associate Professor

M com, Madurai Kamaraj Univ.;

Fellow, ICWAI



rajivshah@mail.tapmi.org

Prof. Rajiv Shah was an international financial researcher for 2 years and thereafter joined the Income Tax Department. Out of the 14 years in the department, he was a trainer in the Regional Training Institute for about 7 years for the areas of Accountancy, interpretation of accounting statements, specific areas of Direct Tax Laws, etc. During the remaining period, he was associated with diverse areas such as income tax assessments, investigation and judicial sections.

His areas of interest are Management Accounting, Advanced Accounting, Financial Management and Direct Tax Laws. He has also got wide exposure in the areas of Reading and analysing financial statements, Pricing decisions and Direct tax law issues such as judicial decisions, TDS, tax planning, etc.

Prof. Rajiv Shah has joined TAPMI in October 2007 as an Associate Professor.

Prof. N. Ramesh
Professor,
B.E; PGDM, IIMB



nramesh@tapmi-blr.org

Prof. N. Ramesh has over 20 years of industry experience in areas such as Manufacturing, Marketing and General Management. Prior to joining TAPMI, he was on the faculty of Goa Institute of Management. He is presently based in Bangalore.

He currently teaches Marketing Management. His academic and research interests include Technology Management and R&D Management.

Prof. Saji K Mathew, Ph.D.
Associate Professor



saji@mail.tapmi.org

Dr. Mathew's past experience spans ten years in manufacturing industry, full time PhD research, teaching, academic administrative services and post doctoral research at Emory University, Atlanta (USA)

In research, Dr. Mathew primarily seeks to understand factors influencing the success and sustainability of IT outsourcing. His research proposal for studying the risks in offshore IT outsourcing between US and India was awarded Fulbright senior research fellowship in 2007. During this research, Dr. Mathew particularly focussed on risks of US firms in offshore software development. Technology mediation in globally distributed projects is another area of interest to him for both research and academic collaboration in course delivery. Having worked in a global team project he continues his research on task-technology fit in global team projects.

Dr. Mathew's research has been published in reputed journals and presented in several conferences in India and abroad.

Prof. B. Sasidhar

Professor

M. Stat., Dip. (SQC&OR), Ph.D.



sasidhar@mail.tapmi.org

Dr. B. Sasidhar has been in industry for more than 20 years and in academics for about 10 years, in different countries. He has a successful track record in industry, training, teaching, research and institution building. A team player by nature and choice, he has the ability of bringing the best out of team members.

Given his background of education and the experience gained over a long stint of over 30 years, Sasidhar looks forward to utilising his experience, competence and skills in the areas of

- Quality Management Systems
- Enabling new modes of thinking, processes for problem solving and decision making
- Simple techniques and practices for Quality improvement
- Process improvements through applications of Operations Management techniques
- Largely playing a role as an executive coach
- Enabling business research activities
- Enabling sharing and working towards a common goal

Prof. Satyajit Majumdar

Professor

B.E, Grad. Ind. Engg., F.I.E (I),

M. B. A., Applied M. Phil.
(BITS), Ph. D. (BITS)



majumdar@mail.tapmi.org

Prof. Satyajit Majumdar has worked in coal mining industry as maintenance and project engineer for more than 11 years; he has long association with small and large firms as consultant before joining academics. His research area is entrepreneurial growth strategy; these days he is developing new theoretical frameworks in this area. He has published research papers in national and international journals and edited volumes. His case study 'Restructuring for growth in Nishotech' was awarded as one of the best cases by the Society of Entrepreneurship Educators, ISB, Hyderabad.

He teaches entrepreneurship, entrepreneurial growth strategy and courses related to operations management including service operations, and advises companies on strategy planning and strategic business performance measurement. Prof. Majumdar's expertise is in small and medium organisation management. He was Advisor to the Confederation of Indian Industry, Madhya Pradesh on SME matters. His responsibilities also include coordination of 'Centre for Small Business Management' of TAPMI.

Prof. Majumdar is visiting faculty to many national level education and training institutions, and Advisor to 'Management Xtra' which provides collection of peer reviewed management journals and online support for students, teachers and researchers, featuring 110 full text journals and reviews from 300 management journals. He was invited to chair a technical session in the International Conference on Quality held in Yokohama in 1996.

Prof. Shijin S
Assistant Professor
M.Com., M.Phil

shijin@mail.tapmi.org



Shijin.S is a Post- Graduate in Commerce from University of Calicut. He received his M. Phil in commerce from Pondicherry University and has recently submitted his Doctoral thesis at Department of Management Studies, Indian Institute of Technology Madras. His area of research includes financial modeling, asset pricing and human capital valuations. His area of expertise includes application of statistical / econometric tools like VAR, IRF, VDA, VECM and other multivariate time series models.

He has published papers in international refereed journals and presented papers at national and international conferences. Prior to his PhD he has four years of teaching experience in business schools.

Details of Publications/Conference papers

Referred International

"The relationship between size, value, and market risk: some evidence" *Journal of Investment management and Financial Innovation* 2007 Vol.4 Issue 2

"Risk and Return In The Presence Of Human Capital: Some Evidence" *Journal of International Business and Economics.*, Vol.7 Issue 1

Publications on SSRN (social Science Research Network)

"Asset Pricing and Optimal Portfolio Choice in the Presence of Human Capital" published in *Social Science Research Network series* 2006

"Human Capital and Predictable Stock Returns: A Dynamic Asset Pricing Approach" published in *Social Science Research Network series* 2007

Refereed International / National Conference

Risk and Return In The Presence Of Human Capital: Some Evidence” International Association of Business and Economics (IABE-2007) Annual conference, Las Vegas, Nevada, USA.

“Human Capital and Predictable Stock Returns: A Dynamic Asset Pricing Approach” **The 20th Australasian Finance & Banking Conference** Sydney Australia 2007 (Accepted Manuscript)

"Asset Pricing and Optimal Portfolio Choice in the Presence of Human Capital" **10th Capital Markets Conference, Indian Institute of Capital Markets**

Currently under review

“Human resource Accounting: A Review” **Personnel Review**

Prof. Y K Shriram
Professor
B.Tech., PGDM (IIM-B)



Shriram is an engineering graduate from IIT Madras and a post graduate diploma in management from IIM Bangalore. He has over three decades of experience in management consulting, industry and academia. For the past 6 years he has been an academic faculty with leading B Schools in the areas of HR, Operations and General Management. He has designed and delivered innovative courses in these areas. He has also designed and delivered programmes on Leadership, Team Building, Business Excellence etc. He has served as the head of Personnel / HR functions of leading organizations such as Titan Industries, Ashok Leyland, Madura Coats and Sonata Software. He has been a pioneer in introducing best practices in the people management area. As a management consultant he has consulted for medium and large organizations in the public and private sectors in the areas of Marketing Research, Industrial Engineering and Training & Organization Development. He has also been involved with global agencies such as UNICEF, SIDA, CIDA and DANIDA in evaluation studies covering Rural Water Supply, Sanitation, Women and Child Care, Afforestation etc.

Prof. Srivatsa H S
Associate Professor
B.E, M.S. (IISc)
srivatsa@mail.tapmi.org



Srivatsa graduated in Mechanical Engineering from M.S.Ramiah Institute of Technology (Bangalore University) in 1992, completed his MS (Management Studies) from Department of Management Studies, Indian Institute of Science (IISc), Bangalore. Recently he submitted his doctoral thesis at the Department of Management Studies, Indian Institute of Science He has worked in M.S.Ramiah Institute of Technology as a Lecturer, as a researcher/consultant at Intell Southtech, as a software Engineer in ITC Infotech, Bangalore and as a senior analyst at The National Bank of Dubai, Dubai, UAE.

His current teaching interests include Marketing channels, Marketing Strategy and Marketing Management. He has also taught Services Marketing, Strategic Management and Marketing Management as a part of teaching assistance to his research supervisor at IISc.

His research interests are in the areas of banking and financial services marketing, CRM, consumer psychographics and Technology acceptance areas.

His other pursuits include active participation in conservation of natural resources and town planning. Numismatics is one of his hobbies.

International Publications

Srivatsa H.S. and R. Srinivasan, “**Banking Psychographics – An Indian Empirical Study**”, *International Journal of Business Research*, Vol 7, No.5, pg 80-88, 2007.

Srivatsa H.S. and R. Srinivasan, “**New Age Youth Banking Behaviour**”, *Journal of Services Research - 2008 (Accepted for publication)*.

Srivatsa H.S. and R. Srinivasan, “**Gender based Banking psychographics – An Indian Empirical study**”, *International Journal of Business Research - 2008 (Accepted for publication)*.

Prof. S. Sudeep Kumar
Associate Professor
MBA, Fellow of the Insurance

Prof. S. Sudeep Kumar has joined TAPMI in April 2008. After completion of MBA from Cochin University of science & Technology (CUSAT) and a short two years stint

Institute of India



sudeep.s@mail.tapmi.org

as Marketing Officer in the state owned Dairy Industry in the Cooperative sector in Kerala, he had a long tenure spanning 21 years with the third largest General Insurer in the country, viz National Insurance Company Ltd. He had served the organization in the capacity of Underwriting Officer (3 years), Claims Officer (6 years), Branch Manager (4 years) and Divisional Manager (8 years) before his desire to become an academician had brought him to Birla Institute of Management Technology, Greater Noida (UP) in June 2007, prior to joining TAPMI.

He was one of the Outstanding Branch Managers felicitated by National Insurance Company Ltd. at the All India Marketing meet at Surajkund in the year 1995. He is a Fellow of the Insurance Institute of India, Mumbai and was a regular contributor of articles in the erstwhile Employer's In-house magazine called "National Insurance News".

His areas of interest include:

Risk Management and Insurance

Liability Insurance

Loss-minimization and control

Disaster-Management

Prof. Toppur Natarajan Badri

Assistant Professor

B.A, Delhi Univ.; M.S, Clemson

Univ, USA; PhD, Ind. Eng. and

O.R. from the Univ. of

Massachusetts, USA



Prof. T. N. Badri has a B.A. in Mathematics, an MS in Computational Mathematics. He completed the Ph.D in Industrial Engineering. He has adapted well to working in Management Education. He teaches courses about the complexity of representation of data and also about the analysis of data such as decision trees, linear programming, queuing models, portfolio optimization, and computer simulation.

He has served in the administrative role of alumni affairs chairman for two years. His latest thrill is swimming, although he has not given up on Sudoku.

His research interests are in developing and implementing algorithms for network design. His published work is as follows:

- *Euclidean Steiner Minimal Trees, Minimum Energy Configurations, and the embedding problem of Weighted Graphs in Euclidean Space.* Jointly authored with Prof. J. MacGregor Smith. Discrete

Applied Mathematics Vol 71(1-3), pp. 187-215, Elsevier Science (1996)

- *Properties of R-Sausages*. Jointly authored with Prof. J. MacGregor Smith. Discrete and Computational Geometry, Vol 31(4), pp. 587-611, Springer Verlag (2004)
- *A Sausage Heuristic for Steiner Minimal Trees in Three Dimensional Euclidean Space*. Jointly authored with J. MacGregor Smith, Journal of Mathematical Modelling and Algorithms, Vol 4(2), pp. 199-217, Springer Science+Business Media, BV (2005)
- *Regression Analysis of Capacity Utilization for Estimating Competitor's Payoff Matrix in Two-Player, Non-Zero Sum Games*, Jointly authored with Rajesh Ramakrishnan, from Wipro Technologies. ICFAI Journal of International Business. Vol. II, No. 2, pp. 30-37, (2007)
- *Simple Genetic Algorithm for Minimal Interconnecting Length after Delaunay Triangulation of Terminal Set*. (work in process)

Prof. V. Vijaya

Assistant Professor

BA, Clinical Psychology, Madras University; PhD, HRM, IIT Madras



vijaya@tapmi-blr.org

Dr. V. Vijaya has been teaching Behavioural science courses for 7 years. Her teaching and research interests include Individual and Interpersonal Dynamics contributing to Satisfaction and Performance at the Work place and also Human dynamics in Knowledge Management. She has published as well as presented research papers in national and international conferences. Her present research interests focus on Psychological contract in the work place and Social capital in organizations

She is an awardee of the ICSSR young social scientist research grant for research on Psychological Contract in Organizations. She has been involved in the TAPMI Consulting team designing on Organization Development Interventions to develop and promote self awareness, role awareness and organizational awareness.

Prof. Vrishali N Bhat
Assistant Professor
M.Com., A.C.A., C.S. (Inter)



vrishali@mail.tapmi.org

Vrishali Bhat has a Post Graduate degree in Commerce from Pune University. She is an Associate of the Institute of Chartered Accountants of India and has also completed the Intermediate Level of the Company Secretary course conducted by the Institute of Company Secretaries of India. She is also a qualified Mutual Fund and Insurance Advisor.

Prof. Vrishali Bhat brings with her work experience of 8 years across various functions in private sector with Stock Holding Corporation of India Ltd. She has also been associated with ICFAI National College, Udupi as a guest faculty.

She is keenly interested in taking up research in areas of Financial Markets, Corporate Finance and Applied Finance.

She looks forward to utilizing her skills and competencies in the areas of-

- Enabling corporate employees have a better appreciation of Accounting & Finance Functions within their organization.
- Enabling companies to adopt better financial management practices.
- Enabling managers to develop an understanding and appreciation of the impact of their decisions on value generation for all stakeholders
- Enabling Business Research Activities
- Creating awareness to enhance the level of transparency of financial reporting in India.
- Adding value to the individual financial planning process.

Number of faculty employed and left during the last two years
Employed: 1-6-2007 to 31-5-2008 - 8 and 1-6-2008 to 28-2-2009 - 4
Left : 1-6-2007 to 31-5-2008 - 7 and 1-6-2008 to 28-2-2009 - 2

Profile of Director In Charge with qualifications, total experience, age and duration of employment at the institute concerned.

Dr. A S Vasudev Rao has over 42 years of experience in industry, consulting and academics. His main areas of experience are in Project Engineering and Design, Technical Consultancy, Entrepreneurship Development and Management education. Prior to joining TAPMI, he has worked in TATA Steel, TECSOK, a technical consultancy organization, and at NITK -STEP, a Science & Technology Entrepreneurs' Park, as Director. He has been awarded Ph.D. degree for his doctoral thesis on Small Enterprise Consultancy intervention from Karnatak University in January 2005.

He would be able to extend training and consultancy assistance for project identification and feasibility studies, project implementation, performance improvement and management of Small & Medium Enterprises. His research interests include Entrepreneurial opportunity recognition, Technology Management, Small Business Management and Family Business Dynamics studies. He can plan, and organise executive education programmes on Project Management and Project Appraisal for company executives.

He teaches courses on Entrepreneurial Management, New Venture Creation, Small Business Management Project Management, and Technology Management.

Note: A new Director Dr Saji Gopinath, Professor of IIM, Kozikode has been selected and appointed to take over the position by end March 2009.

Whether student assessment of faculty is in force: Yes

VI FEE has been revised and the total academic fee for two years PGDM (2008-2010) is Rs.6.46 lakhs. The fee is collected in four installments spread over two years. As such there is no fee waiver scheme. However the students based on their academic merits have been receiving scholarships from Ratan Tata Trust since last few years. Estimated cost of Board and Lodging in Hostels: Hostel fee at present is Rs.1,25,000/- for two years and it is collected in two yearly installments. Besides the mess expenses would be approximately Rs.1,800/- per month.

VII ADMISSION

Number of seats sanctioned with the years of approval: 120 vide AICTE letter F.No.431/41-23/MCP(M)/95 dated June 12, 2008.

Number of students admitted under various categories each year in the last two years: We do not have any reservation for any category. Total admitted students:

During June 2007: 107 During July 2008: 173 for Batch of 2008-10.
 Number of applications received during the last two years:
 During 2007 : 4776 During 2008 : 4467

VIII ADMISSION PROCEDURE for batch 2009-2011

Admission test: CAT, GMAT,

Calendar:

Last date for request for applications : 1st December 2008

Last date for submission of application : 12th December 2008

Dates for Group Discussion (GD) / Interviews : 16th to 25th March 2009

Dates for announcing final results : End April 2009

Release of admission list : End April 2009

Date for acceptance by the candidate : 15 days from the date of announcement

Last date for closing of admission : End May 2009

Starting of the Academic session : 1st Week July 2009

The policy of refund of the fee, in case of withdrawal: As per AICTE norms and notification.

IX CRITERIA AND WEIGHTAGES FOR ADMISSION

Describe each criteria with its respective weightages i.e., Admission Test, GD, Interview, etc.

For 2008-2010 batch

<i>Weightages for final selection</i>	2008-2010
CAT	10%
Application Rating	7%
Oral Skills	12%
Group Discussion	12%
Written Ability	14%
Faculty & Director Panel Interview	40%
Quality & Relevance of Work Experience	3%
Quality and Rel of Extra Curriculars	2%

Mention the minimum level of acceptance, if any, for any criteria

Mention the cut-off levels of percentage & percentile scores (section-wise and / or total as case may be) of the candidates in the admission test who are called for GD/Interview

Mention last two years cut-off overall percentile /or total as the case may be) of the candidates called for GD/Interview.

2009 : CAT 92 percentile overall
 GMAT 680

2008 : CAT 88 percentile overall

GMAT : 650

Display marks scored in Test, GD, Interview etc., and in aggregate for all candidates who come for GD/Interview, etc.

Display marks scored in Test, GD, Interview etc., and in aggregate for all candidates who come for GD/Interview, etc.

X APPLICATION FORM

Downloadable application form, with online submission possibilities : **Yes**

- XI LIST OF APPLICANTS: As per list of CAT applicants sent by IIM Kozikode the Nodal institution for 2009 and containing the names of all students who have applied for TAPMI for admission to 2009-11 batch.

XII CRITERIA FOR GD/PERSONAL INTERVIEW

Norms adopted for calling the candidates for Group Discussion/Personal Interview. CAT / GMAT Scores, the short listed candidates based on the criteria would be informed by written call letters as well as by information through the institute's website indicating the short listing or otherwise.

Attributes for evaluation in GD/Interview: Participation level in GD, written summary of GD, personal interview – general awareness about industry and business, knowledge base, academic assessment, attitudes, communication skills and overall personality.

XIII RESULTS

Composition of evaluation team with the brief profiles of Members :

Evaluation team is made of a 3 member panel consisting typically

1. One TAPMI faculty
2. One Industry Personnel
3. One TAPMI Alumni

As such there is no elimination process from GDPI. All the short-listed candidates attending the GD will attend all the components of the selection process. Thereafter considering the weightages of the scores allocated to the candidates in the selection process a final rank list is generated.

The end