



**2015-16**  
(Volume 22)

**T. A. Pai Management Institute**  
Manipal





DISHA-2014 "Annual HR Conclave"  
scaled new heights with 60 + Guests, 15+ Sectors



BRANDSCAN-2014 "Bigger & Better"



Run For A Cause—Marathon



TAPMI moving forward  
BUSINESS TODAY Rankings—18th



Atharva



## 2014—2015

Induction of 2014-16 Batch  
& BKFS programme



JOYFEST—14



Celebrations



100% PLACEMENTS

APR

MAY JUN

JUL

AUG

SEP

OCT

NOV

DEC

JAN

FEB



City Meets  
Conducted for  
Aspiring students



Mr. Nayan Mehta,  
CFO, BSE



Finance Conclave  
"Finomenal 2014"



Founder's day

Management In  
Practice  
(Internship)



The largest state-of-art Bloomberg  
Finance Lab inaugurated by  
Mr. Nayan Mehta, CFO, BSE



TOP 5 AMONG THE WORLD CUP OF  
COMPETITIONS



SCOPE—14 OPERATIONS CONCLAVE



SPEED





# Editorial Board 2014-15

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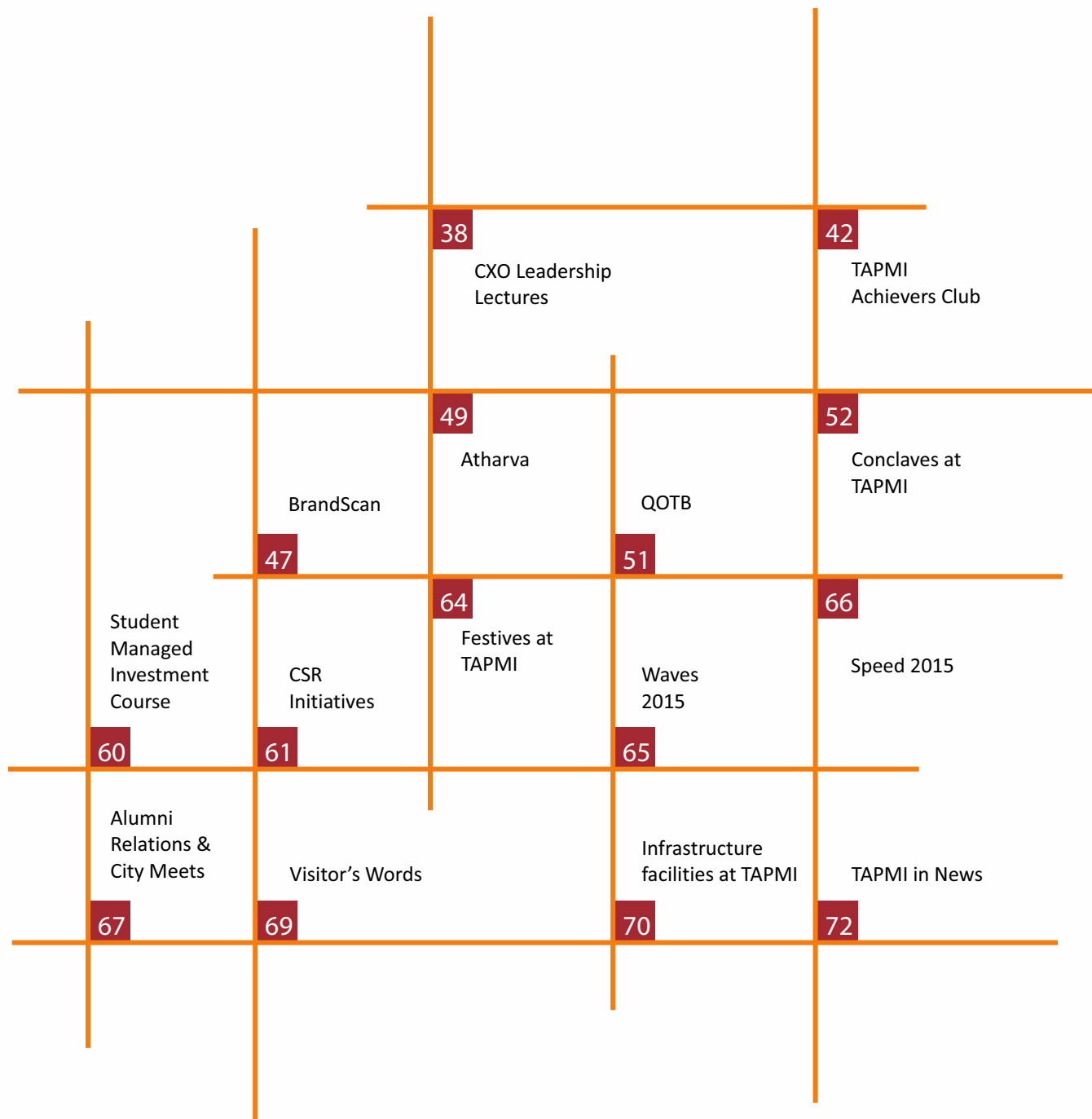
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# 30 years

of Excellence in  
Management Education

1984-2014



# Founder of TAPMI



Late Shri Tonse Ananth Pai (T. A. Pai) was born on the 17th of January 1922. He was the eldest of four sons of Late Shri Tonse Upendra Pai. After his early childhood spent in Udupi district, he went to Bombay (now, Mumbai) to pursue his education. He graduated in Commerce from Sydenham College of Commerce and Economics in 1943.

Shri T.A. Pai joined Syndicate Bank in 1943 as Deputy Manager. After holding several positions in the bank and being the General Manager from 1944 to 1961, he rose to become Managing director from 1962 to 1964. His stewardship of the bank is credited with a number of achievements - fastest growth, pioneering schemes, innovation in mobilisation of small savings, agricultural financing and focus on the common man.

He was appointed as Chairman of Food Corporation of India in 1965. After a little over one year, he rejoined Syndicate Bank in 1966 and was appointed its Chairman in 1967. The Government of India appointed him Chairman of Life Insurance Corporation in 1970. He was elected to the Rajya Sabha in 1972 and appointed as Union Minister for Railways. In 1973, he was given responsibility for the newly created Ministry of Heavy Industries, and subsequently, additional charge of Ministry of Steel and Mines. Shri Pai took over the Ministry of Industry and Civil Supplies in 1974, and thus became responsible for industrial development of India.

Awards and recognition came his way in many forms. He was conferred the Padma Bhushan by the Government of India in 1972. He was awarded the degree of D.Litt. by Karnataka University in 1973. The Andhra University decorated him with the degree of D.Litt. in 1975. He founded Manipal Institute of Management in 1980 (later renamed as TAPMI). He passed away on the 29th of May 1981.





# Chairman's Message



It gives me great pride to note that TAPMI is reaching greater heights – be it in terms of achieving higher ranks or winning awards or adding new infrastructure and programs. The opening of the country's largest financial lab with 16 Bloomberg terminals stands as proof to TAPMI's zeal and eagerness to carve a niche position among the thousands of management schools in the country. A new program, PGDM in Banking & Financial Services was launched this year and has already made the stalwarts of the field emphasize the need for such programs. At a time when several management institutes in India are closing down for lack of students, faculty and infrastructure, I am extremely pleased to see TAPMI standing tall above the rest – having visitors like Dr. Abdul Kalam, former President of India, Mr. Nayan Mehta, CFO of Bombay Stock Exchange and Dr. Prabhakar Patil, Joint Director of SEBI. Major events like BrandScan have set footprints in Bengaluru and Atharva's Quiz on the Beach went across the ocean to Dubai! These are by no means, small feats!

It is a matter of pride to see TAPMI win prestigious awards like Dewang Mehta Awards in categories of Best Institute in Management, Best Institute in Finance, Best Institute in Marketing, Best Student in Management and ABP News' Global CSR Excellence Award, DNA Awards in the categories of B-school Leadership Award, Visionary Leader Award, Best Assessment Tools in Measuring Skills, Best B-school with Innovative Marketing to the Target Segment and Best Student in Management. That, no doubt, is heartwarming and indeed very creditable! Kudos to all the TAPMIans for making these achievements possible!

TAPMI's students, I am told, have competed against the top B-school graduates in the country and won prizes in quizzes, business plans and research publications. The faculty too, has won awards in case writing and paper presentation. I am pleased to know that all the faculty members attended AACSB's seminars and conferences in India and abroad to keep themselves well informed about maintaining the high standards laid down by AACSB.

Like in the past, I am sure TAPMI will continue to excel in its academic programs, attract the brightest minds in the country and mould them into conscientious citizens capable of taking up the challenges of the corporate world. I congratulate the faculty, staff, alumni and students of TAPMI for their contributions and achievements in academics, research and extra-curricular activities and making us all proud.

**Dr Ramdas M Pai**

# From the Director's Desk



As TAPMIans gear up for the end of another academically extensive year, there cannot be any less agreement to the fact that this year has been one of the most vibrant, pulsating and energetic year of accomplishments, learning and deliverables! TAPMI has scaled itself up the ladder of success with exemplary evidence, which I believe is true to its mission of excelling in practice!!

Bearing the torch forward were our students who have demonstrated determination and intellect across a galore of competitions bringing home laurels that is synonymous of the TAPMIan spirit. Our students are winners of the Traverik Campus Brand Manager' 14 (A Google Online Marketing Challenge), IMPETUS & SPARSH (flagship events at IIM Bangalore's International Business Summit - 2014), Maria Philip Memorial Debate'14 (XIME, Bangalore) and 1st runners up at VISTA'14 (IIM Bangalore) & NAVONMESH - the B plan competition, 2014 (SJOM).....these to name a few!

The TAPMI Finance Lab (in association with Bloomberg Terminals) has had the students and faculty captivated since its inception early this year. Ranked No.2 in South India, No.8 in Best Private B-school category and No.18 among the top B-schools in India (Outlook, 2014), TAPMI has been honored with the Silver Award at the 5th Indian Management Conclave (Aug' 2014). TAPMI's victory at the Innovative B-School Awards (Feb 2015) was a reiteration of its endeavors. The Overall CSR Award, Best Assessment Tool for Measuring Skills, Best B-School with Innovative Marketing to the Target Segment, Best Student in Management school, B-School Leadership Award and the Visionary Leadership Award were bagged by TAPMI. Early this academic year, at the 22nd Business School Affaire & Dewang Mehta Business School Awards (Nov'2014), TAPMI won the B-School Leadership Award, Business School with Best Academic Input (Syllabus) in Finance, Business School with Best Academic Input (Syllabus) in Marketing and Best Placement Brochure!

It is TAPMI's persistent attitude of continuous trying that has made it achieve what seems like a 'Herculean task' to many! This issue of UPDATE captures the real essence of turning the Impossible to Possible!

**Dr. R C Natarajan**

## Our Mission...

“To excel in post-graduate management education, research and practice”.

### Means:

- By nurturing and developing global wealth creators and leaders.
- By continually benchmarking ourselves against best in class institutions.
- By fostering continuous learning and reflection, achievement orientation, creative interdependence and respect for diversity.

### Value Bounds:

- Holistic concern for ethics, environment and society.



## Recognitions to TAPMI



## Dewang Mehta Awards

TAPMI was awarded 4 awards in 22nd Business School Affaire & Dewang Mehta Business School Awards held at Mumbai.

- B-School Leadership Award
- Business School with Best Academic Input (Syllabus) in Finance
- Business School with Best Academic Input (Syllabus) in Marketing
- Best Placement Brochure



# B-School Rankings 2014-15

Sl.No.	Agency	Ranking	Month
1	MBA Universe.com	#17 Best B-school	November
2	Competition Success Review- GHRDC	#7 Best private school #1 private B-school in Karnataka #13 in placements #15 in Faculty publications, Research & Consultancy	November
3	Business World	#18 - Overall	November
4	Careers360	#5 - Best Private School #3 - Karnataka/South India	November
5	The Week	#23 - Overall #9 - Private School #1 - Southern Zone Private School	November
6	Business Today	#18 - Best B-School	October
7	Outlook	#2 - South India #8 - Private B-Schools #18 - Top B-Schools in India	September
8	NHRDN- People Matters Magazine	#22 - Overall	April



# Admissions 2015-17

## PGDM: 33rd Batch, PGDM-HCM: 6th Batch, PGDM-BKFS: 2nd Batch

The Admission application process for TAPMI is online. MoUs are signed with the IIMs for using CAT scores, XLRI for XAT scores and AIMA for MAT scores. GMAT is also one of the tests accepted for the admission process. The MAT scores are considered only for the Healthcare program. TAPMI Admissions Prospectus is available with coaching centers like IMS learning and are also sold over the counter by TAPMI, Manipal. An MoU is signed with Thotmatrix for Online Application & Payment Gateway.

TAPMI released the pan India Admissions 2015 advertisement in newspapers such as The Hindu, Hindustan Times- English & Hindi, The Telegraph, Dainik Bhaskar and Indian Express, during October to December 2014. Along with Manipal, nine centers across India were identified to conduct the WAT-PI process. Web Banners and E-mailers promoted the TAPMI admissions through online platforms such as MBAUniverse.com, InsideIIM.com, Careeranna.com, Careers360.com, Shiksha.com and MBARENDZVOUS.COM.

Online Sale of Applications was arranged from October 2014 to December 31, 2014 and was later extended to Feb 05, 2015 to cater to XAT Aspirants.

TAPMI's PGDM in Banking & Financial Services has entered the second year along with the regular PGDM and PGDM-Healthcare Management. The cut off levels have been raised to maintain the high standard of incoming students. WAT-PIs for shortlisted candidates are slated in ten centers from Feb 20<sup>th</sup>, 2015 to March 22<sup>nd</sup>, 2015. WAT-PI panel members include faculty members, alumni, corporate executives and visiting as well as adjunct faculty members.

Offer letters are sent to exceptional candidates of each center, immediately on completion of WAT/PI. The candidates are given one week to respond with an acceptance amount as specified in the offer letter. The Program fees remain the same across all three programs. Similarly there is no change in the approved intake for each of the three programs.



# Induction of the 2014 -16 Batch

The 32<sup>nd</sup> batch of PGDM and 5th batch of PGDM-Healthcare students joined the TAPMI family through a formal induction programme on 29<sup>th</sup> and 30<sup>th</sup> June 2014. It was held at the Syndicate Bank Golden Jubilee Hall. Prof. Prashant Yatgiri, Chairperson-PGP welcomed the gathering. Invocation was rendered by Ms. Deepthi and Ms. Swapna. Prof. Yatgiri then introduced the esteemed Director, Prof. R.C Natarajan who welcomed the gathering. Among the dignitaries was Dr. Shantaram, Trustee & Governing Council Member of TAPMI, who in his talk recounted the foundation laid by the visionaries Dr. T.M.A. Pai and Shri. T. A. Pai which led to Manipal becoming a universally acclaimed educational hub.

The new batch at TAPMI has a strength of 428 students coming from diverse backgrounds; including ten HCM students and five students enrolled in TAPMI – University of Dubai MBA Program. The batch has 83% engineers and the average work experience of the new inductees is around 2.5 years while 70% of them have prior industry exposure. TAPMI has been able to achieve a good gender diversity as the female representation has increased to 33%.

Prof. Vinod Madhavan, Chairperson-Student Activities, introduced the chief guest, Mr. E. S Chakravarthy, Head-TCS, Bangalore and highlighted his achievements.



Mr. Chakravarthy started by assuring students that they have enough opportunities in the market today. Every industry has something to offer the students regardless of their background. He motivated the students by saying that they belong to a generation which is known for being energetic, passionate and an “impossible is nothing” attitude.

He insisted in competency building to make use of the available opportunities. He explained that there are three stages in competency building which are read for information, study for understanding and applying those fundamentals for knowledge. Mastering these fundamentals through practice would in turn help in achieving excellency.

He highlighted the emerging trends in IT industry which are social media, cloud computing, analytics and mobility. He further emphasized that MBA graduates need to accentuate the understanding of technology. The induction program came to a conclusion with Prof. Gururaj Kidiyoor, Dean (Academics) proposing the vote of thanks.





## Induction of the First Batch of PGDM-Banking & Financial Services 2014-16

The First batch of 23 students belonging to PGDM in Banking and Financial Services joined the TAPMI family through a formal induction programme on July 30, 2014. Prof. Prashant Yatgiri, Chairperson-PGP welcomed the batch after invocation. Prof. R.C Natarajan welcomed the gathering. Dr. Shantaram, Trustee & Governing Council Member of TAPMI, recollected the visions of Dr. T.M.A. Pai and Shri. T.A. Pai that propelled Manipal towards its present stature of internationally renowned educational hub.

This year's PGDM-BKFS batch at TAPMI has a strength of 23 students coming from diverse backgrounds. The batch has 82% engineers and the average work experience of the new inductees is around 18 months with 70% of them have prior industry exposure. TAPMI has been able to achieve a good gender diversity as the female representation is 39 % in the program launched this year.

Mr. Rajeev Jain, Chief Executive Officer, Bajaj Finserv Ltd, Pune belongs to 1991-1993 batch of TAPMI and was the Chief guest of the day. He spoke to the students on the developments in the banking industry and the recent technological changes that have been brought in. He stressed on the importance of Financial



Institutions and said that they are the backbone of the country. He also emphasized on the importance of Insurance and other Financial Services sector. He assured the students that they have enough opportunities in the market today.

Prof. Gururaj Kidiyoor, Dean (Academics) proposed a vote of thanks to each and everyone present at the ceremony.



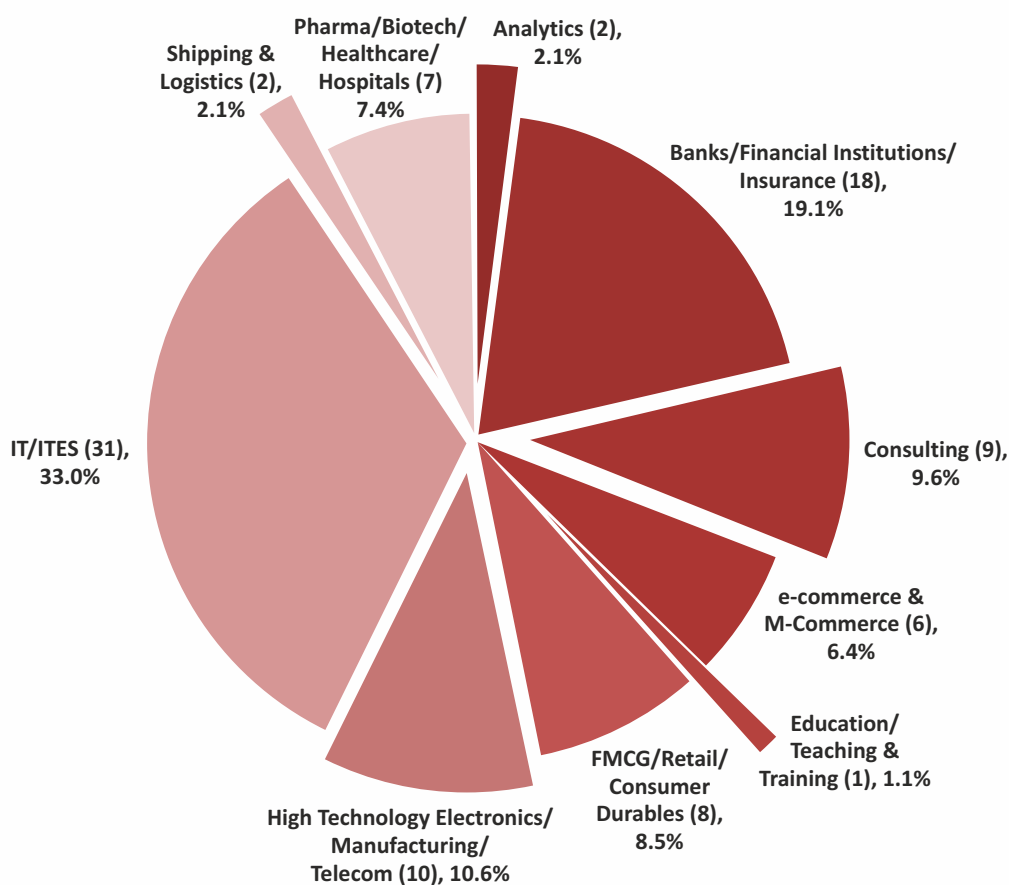
## YET AGAIN: 100% PLACEMENT AT TAPMI!

TAPMI has placed all 391 students from the batch of 2013-15 this year achieving 100% placements. All the students from the two full time AICTE approved post graduate programs, PGDM and PGDM-Healthcare, secured plum jobs in corporate India and abroad.

This year's placement process saw 107 companies visiting TAPMI to choose the best managerial talent. The average package for the batch went up to Rs. 8.70 lakhs p.a. from last year's Rs.8.41 lakhs p.a. The highest domestic offer was made by Microsoft at Rs. 14.55 lakhs p.a. This year's placement also included two international offers with a package of Rs.15 lakhs.

As many as 30 companies from the IT-ITES sector picked up 41 % of students while 9 consulting companies hired 15 % of students. 18 well known BKFS firms recruited 15.5 % of students and manufacturing sector accounted for 8.7 % of students across 9 companies. The other sectors which took part in the placement process included FMCG, analytics, e-commerce, m-commerce, pharma and health care, logistics, telecom and education training sector. *"We had unprecedented success with placements this year mainly because of the student placement team's continued focus and efforts"*, remarked a jubilant Prof. George, Chairperson-Placement

### Companies per Sector



# 28th Annual Convocation: Batch 2012-2014

TAPMI, Manipal hosted its 28th Annual Convocation at KMC Greens on the 2nd of April, 2014. This event witnessed the graduation of the PGDM and PGDM-HC graduating batch of 2012-14 who received their PG Diplomas in the presence of Hon. Dr. A P J Abdul Kalam (Former President of India) who was the Chief Guest for the occasion.

The ceremony was in the presence of Dr Ramdas M Pai, Chairman, Members of TAPMI Governing Council, Dr. R C Natarajan Director-TAPMI, Heads of sister institutes under Manipal University, Faculty and Staff members, Students and their parents. 308 students graduated from TAPMI this year. 302 were presented the diploma at the convocation while 6 were awarded in absentia.

Eleven special awards for academic excellence were presented which included the TAPMI Titan of the Year Award, TAPMI Achiever of the Year Award, Dr. Ranjan Acharya Award, Prof. M. V. Kini Award etc. Following the award distribution, was a professional oath taken by the graduating students to commit towards the ethical practices and responsibility as managers in their future career.

Dr. Natarajan spoke on the special achievements of the TAPMI faculty and students as he introduced the Chief Guest following which the Convocation Address was delivered by Dr. Abdul Kalam.

Dr. Kalam, spoke about the importance of being “Good Leaders” besides being professional managers. He emphasized on the point that amongst the various resources in the country, Ignited Minds are the most powerful. He said that there is a global system emerging in India and many world leaders have started recognizing India as a leader of South Asian nations.



He referred to the emergence of a new world where education is not marked by boundaries. He envisioned a developed India by 2020, which will have concrete integrated action plans for seamless development. He laid emphasis on the importance of achieving energy independence over energy security by increasing the usage of natural resources. He appreciated the various activities that are organized by the student body of TAPMI and specifically paid accolades to the efforts of the Social Endeavor Group at educating under-privileged children through their flagship event JoyFest.

He concluded the address by congratulating the graduating batch and taking a promise from them that they would work for betterment of the country through the field of management in an ethical and responsible manner. The ceremony came to an end with Prof. Vinod Madhavan proposing vote of thanks to the Chief Guest and all those present at the Convocation.





# Merit Awards

## **PGDM - Merit Awards**

MS. CH JYOTHSNA - 1st Rank

MR. JEM JOSEPH ELIAS - 2nd Rank

MS. CHAVI JAISINGHANI - 3rd Rank

## **PGDM - HC - Merit Awards**

DR. JACQUELINE SIMONS - 1st Rank

## **Smt. Gangamma Ammannaya Award**

MS. NIVEDITA ICOT - Marketing

MS. CH JYOTHSNA - Finance

## **Dr. S. Dandapani Prize**

MS. CH JYOTHSNA

## **Dr. A. S. Aiyer Memorial Prize**

MS. CH JYOTHSNA

## **TAPMI Achiever of the Year Award**

MR. NIKSHEP D APASANGI

## **TITAN of the Year**

DR. JACQUELINE SIMONS

## **Dr. Ranjan Acharya Award**

MS. NIVEDITA ICOT

## **Prof. M V Kini Award**

MS. RADHIKA SHARMA

## **Prashanth Kulakarni Award**

MR. LALIT JAIN

## **Jaspreeth-Sebastian Award**

MR. SOURAV SANYAL (PGDM)

MS. TANVI SAXENA (PGDM-HCM)



## Faculty





## Faculty Contributions



### Prof. Aditya Mohan Jadhav

#### PROFESSIONAL DEVELOPMENT ACTIVITIES

- “Foreign Ownership, royalty payments and expropriation of minority shareholder: Evidence from India”, AIB Paper Development Workshop, jointly organized by Academy of International Business and Journal of International Business Studies (JIBS), at IIM Bangalore, Date: December 18-19, 2014.
- “Firm Control and Financing Choices in Indian Firms”, 4th India Finance Conference - 2014, jointly organized by IIM Ahmedabad, IIM Bangalore and IIM Kolkata, at IIM Bangalore, Date: December 17-19, 2014.
- “Project attributes and wealth effect of capital expenditure projects: Indian evidence”, research seminar at Monash University, Sunway Campus, Kuala Lumpur, Malaysia, Date: October 17, 2014.
- AACSB Assurance of Learning workshop at Kuala Lumpur, Malaysia, Date: October 19-20, 2014.
- “Firm Control and Financing Choices in Indian Firms”, NSE- IGIDR International Conference on Corporate Governance, 2014 at Mumbai, Date: July 10-11, 2014.

#### SPECIAL ACHIEVEMENTS:

- “Firm Control and Financing Choices in Indian Firms”, Emerald – 4th India Finance Conference – Best Paper Award, 4th India Finance Conference, jointly organized by IIM Ahmedabad, IIM Bangalore and IIM Kolkata, at IIM Bangalore, Date: December 17-19, 2014.

### Prof. Debmallya Chatterjee

#### PEER REVIEWED JOURNAL PUBLICATION

Chatterjee, D (2014) 'Can fuzzy extension of Delphi-Analytical hierarchy process improve hospital site selection?', Int. Journal of Intercultural information management (ABDC-C), Vol. 4, Nos. 2/3, pp. 113-128

#### PEER REVIEWED CONFERENCE PROCEEDINGS

Chatterjee, D (2015) 'Modeling the Components of Management Quality to Measure Performance of Indian Private Sector Banks', Twelfth AIMS International Conference on Management, Jan 2-5, 2015, IIMK, pp. 1807-1813.

Chatterjee, D (2014) 'ISM-Fuzzy MICMAC integrated approach in modeling the performance indicators of new private banks in India', International Conference on Frontiers of Infrastructure Finance (ICFIF 2014), IIT Kharagpur (in print)

#### PEER REVIEWED CONFERENCE PRESENTATIONS

Modeling the Components of Management Quality to Measure Performance of Indian Private Sector Banks, Twelfth AIMS International Conference on Management, IIM Kozhikode, Jan 2-5, 2015

ISM-Fuzzy MICMAC integrated approach in modeling the performance indicators of new private banks in India, presented at International Conference on Frontiers of Infrastructure Finance (ICFIF 2014), IIT Kharagpur, Nov 2014

Reviewer of Journal of Manufacturing Technology Management (JMTM), Emerald publication (ABDC-B)





Reviewed two articles for the journal in this academic year:

1. Manuscript ID JMTM-03-2014-0038 titled "Evaluation of Thermal Power Plants of Punjab using MADM approach"
2. Manuscript ID JMTM-05-2014-0062 titled "IMPROVING TO SMART ORGANIZATION: AN INTEGRATED ISM AND FUZZY-MICMAC MODELLING OF BARRIERS"

**Won AIMS-IBA Best Research Paper Award** in AIMS 12 conference held at IIM Kozhikode during Jan 2-5, 2015. The award is given to the best research paper submitted to the conference. It is awarded jointly by AIMS international and Indus Business Academy (IBA), Bangalore. The best paper was selected among 160 plus submissions made to AIMS 12 international conference at IIM Kozhikode.



### **Prof. Durga Prasad**

- The case "Kingfisher Airlines: A Pie in the Sky?" was selected for the Jonathan Welch best case in finance award at the North American Case Research Association (NACRA) conference - 2014. This is a prestigious award given to the outstanding case in accounting, finance or economics.

### **Prof. Gururaj Kidiyoor**

- Invited Speaker in the "11th Regional Summit on Quality in Education" hosted by CII at Coimbatore on 14-15 November 2014 to speak on the topic "Assuring Stakeholder Participation in Curriculum Design"
- Resource person for the Executive Development Program for 7 batches of Senior Managers from Syndicate Bank on the topic "Successful Business Strategies for Banks"
- Reviewed a paper "Dynamic Analysis of Variety Seeking Behavior with reference to Indian context" by Dr. Jayanthi T for the TAPMI working paper series.
- Attended two AACSB workshops in Guangzhou, China (May 2014) and Melbourne, Australia (August 2014) on "Curriculum Development" and "Assessing & Measuring Impact"



### **Prof. Madhavi Latha Nandi**

- Madhavi Latha Nandi, Ajith Kumar (2014), "Centralization and success of ERP implementation," 9th Yale Great Lakes International Management Conference, Great Lakes Institute of Management, Chennai.
- Santosh Nandi, Madhavi Latha Nandi (2014), "Introducing mobile commerce course in post graduate business management curriculum," International Conference on Information Systems Research and Teaching (ICISRT 2014)," Indian Institute of Management, Indore.
- Madhavi Latha Nandi, Ajith Kumar (2014). "Centralization and success of ERP implementation" Published in TAPMI Working Paper series
- Attended "AACSB Business Accreditation Seminar" in Guangzhou, China during May 12-13, 2014.

### **Prof. Madhu Veeraraghavan**

- Executive Equity Risk-Taking Incentives and Audit Service Pricing, forthcoming in The Accounting Review (ABDC A\*) [with Yangyang Chen, Ferdinand Gul and Leon Zolotoy], 2015
- National Culture and Cash Holdings Around the World, forthcoming in Journal of Banking and Finance (ABDC A\*) [with Yangyang Chen, Paul Dou, Ghon Rhee and Cameron Truong], 2015
- Individualism, Uncertainty Avoidance and the Profitability of Momentum Strategies in International Markets, forthcoming in Contemporary Accounting Research (ABDC A\*) [with Paul Dou, James Hunton and Cameron Truong], 2015
- Local Gambling Preferences and Corporate Innovative Success, forthcoming in Journal of Financial and Quantitative Analysis (ABDC A\*) [with Yangyang Chen, Edward Podolski and Ghon S. Rhee], 2014
- Factors affecting the Birth and Fund-Flows of Commodity Trading Advisors. forthcoming in Australian Journal of Management (ABDC A) [with Minh Do, Robert Faff, Paul Lajbcygier and Mikhail Tupitsyn], 2014
- Is the Accrual Anomaly Robust to Firm-Level Analysis? forthcoming in International Review of Financial Analysis (ABDC A) [with Maria Strydom and Michael Skully], 2014



### **Prof. R C Natarajan**

- Participated in the Deans conference held during Feb 08-10, 2015 at San Diego, California, USA and the International Conference and Annual Meeting (ICAM) held during April 07-09, 2014 in Singapore. He was a part of AACSB seminar on Continuous improvement review and assessment seminar held in Amsterdam, Netherlands during May 20-22, 2014.
- Invited as speaker at the Asia Pacific Annual conference held in Kuala Lumpur, Malaysia during October 20-22, 2014 and at the 4th AICTE -CII Global University-Industry Congress at India Expo Centre, Greater Noida, Delhi NCR on November 21, 2014. He also participated as a speaker in the NASSCOM HR summit held at Chennai during July 23-24, 2014 on the Theme: B-School's Success Quotient: Are they equipping HR managers of the future with the right tools?
- Was invited as a Panel member of Debate session at the Inaugural Function at Justice K. S. Hegde Institute of Management, NITTE-International Conference, Karkala during December 30, 2014.
- Was a special invitee at the Mahindra War Room Grand finale event 2014, Season 7 held on November 20, 2014 at Mumbai.
- Conducted a Workshop for faculty development on "Participant –Centered- Learning Pedagogy" for the Faculty member of TSB, Manipal University, Jaipur on December 11, 2014.

### **Prof. Prashant V Yatgiri**

Completed the ISB MASTER TEACHER PROGRAM 2014 organized by the Centre for Teaching, Learning, and Case Development, Indian School of Business (ISB), Hyderabad during Sep/Oct 2014.



### Prof. Raghunath Rudran

- Participated in the Global Colloquium on Participant Centered Learning (GloCOLL) conducted from July 20-26, 2014 at Harvard Business School, Boston.
- Attended the Case Writing Workshop for the participants of GloCOLL at Harvard Center, Shanghai during February 9-12, 2015.
- Submitted his doctoral thesis to Manipal University, under guidance of Dr. Simon George. Awaiting call for defence.



### Prof. Rajiv Shah

Wrote a chapter 'Exploring the need for direct tax incentives for plastic waste management in India', for the book titled 'Environmental Taxation and Green Fiscal Reform: Theory and Impact' (Vol. XIV) (Published in October 2014) Edited by: L. Kreiser, S. Lee, K. Ueta, J. E. Milne, & H. Ashiabor Publisher: Edward Elgar Publishing, UK

### Prof. Ram Kumar Dhurkari

Ram Kumar Dhurkari and Anjan Kumar Swain (2014) "A New Method to Support Informed Managerial Decisions in Sales-people Performance Evaluation", presented and published in the proceedings of 2nd International Conference on Business Analytics and Intelligence during 18<sup>th</sup>-20<sup>th</sup> Dec, 2014 at Indian Institute of Sciences Bangalore.



### Prof. Sankalp Bhattacharjee

Prof. Sankalp Bhattacharjee published two papers

1. Bhattacharjee, S., & Chakrabarti, D. (2015). Indian IT outsourcing industry: Future threats and challenges – A reassessment. *Futures*, 67, 11–21.
2. Bhattacharjee, S., & Chakrabarti, D. (2015). Investigating India's competitive edge in the IT-ITeS sector. *IIMB Management Review*, 27(1), 1–16.

### Prof. Seena Biju

- Presented the paper titled 'Conforming Aaker's Brand Personality Dimensions on the Advertising Industry – A study in the UAE', co-authored with Prof. Khyati Shetty, Manipal University Dubai, UAE at the 11th International Business and Social Sciences Research Conference, Dubai. This paper won the 'Best Paper Award' in the Marketing area at the Conference, Jan 2015
- Participated in the Assurance of Learning Seminar conducted by the AACSB in Malaysia, October 2014
- Felicitated by the Manipal University for significant contribution as a Resource person in training and professional development programs & workshops, Sept 2014
- Attended two day workshop on Structural Equation Modelling, conducted by IBS Hyderabad, June 2014
- Contributed as a resource person at Workshop on Research Methodology, conducted and organized by the Manipal Centre for Professional Development, Manipal University, India, April 2014
- Presented the paper titled 'Gratification of the Self- Reasons behind the phenomenon of Retweeting', co-authored with Prof. Sabir Haque, Manipal University, Dubai, UAE at the Manipal Research Colloquium, Manipal University, India, March 2014







### Prof. Simon George

- Attended the workshop on Case teaching at Harvard Business School, Boston, US, on July 20-24, 2014.
- Attended the workshop on Case writing organized by Harvard Business School, at Shanghai, China, on February 9-12, 2015.
- Developed, coordinated, led and was the main faculty resource person for 4 training programmes, on 'Nurturing an effective work place' for heads of the Departments of various institutions of Manipal University.
- Was the key faculty resource person, for 14 leadership development training programmes, conducted for ICICI bank officers by TAPMI during the year.
- Completed writing of 15 live cases of 15 companies, in the area of Brand management and Services marketing, which McGraw Hill has agreed to publish in 2015.

### Prof. Sivakumar

- Accepted for publication a book chapter entitled "Enhanced Selling on Digital Space via Matching Buyer and Seller Preferences using Fuzzy MCDM Method," submitted for the book titled "Fuzzy Optimization and Multi-Criteria Decision Making in Digital Marketing" coauthored with Prof. Kedar Joshi. This book is being published by IGI Global 2015
- Ultrarichmatch.com – Online matrimony in India - with Prof. Sulagna Mukherjee of TAPMI -published through the Ivey case collection and distributed through Harvard and Case Center case collections 2015 – published
- Shree Cement- Ways to Wealth – with five other professors from different Indian business schools – published through the Case Centre case collection. 2015 – published
- UPSL – Exploring production strategy options - single author – prize winner of the ISB Ivey case competition 2014 in the Operations Category- to be published in 2015
- Fishbay.in – Fishing on the net – with Prof. Sulagna Mukherjee of TAPMI & Dina Ribbink of Ivey– to be published through the Ivey case collection and distributed through Harvard and Case Center case collections – to be published in 2015
- Achal: A 'Nutty' Dilemma – with Prof. Ramachandran & Mr. Navneet Bhatnagar of ISB – to be published through the Harvard case collection 2015
- MGS –Strategy Shift For Clarified Butter Business – with Prof. Durga Prasad & Prof. Sulagna Mukherjee, TAPMI & Prof. Rangan of Babson College USA - to be published through the Harvard case collection 2015
- Member of the Local Project Advisory Committee (LPAC) constituted and approved by the Department of Science and Technology (DST) for the expert guidance and smooth implementation of the project entitled "Promoting Research: Perception and Practices in Educational Institutions of India- A Cross Sectional Study." 2014
- Co-presented as an invited speaker a session at AACSB's 2014 International Conference & Annual Meeting (ICAM) program held at Singapore dealing with Assurance of Learning (AoL) for quality improvement and accountability on April 8, 2014 along with Prof. Roy Green, Dean, UTS Business School, University of Technology, Sydney.
- Attended the AACSB's Enhancing and Measuring Impact Forum August 21-22, 2014 at Melbourne.
- Organized a 2-hour faculty orientation program for the business school faculty of Sahayadri College Mangalore exposing them to academics and accreditation at TAPMI on 24 July 2014
- Provided guidance to K J Somaiya (SIMSR) on AACSB accreditation especially gap analysis. 2014





### **Prof. Srivatsa H S**

Presented a research titled “Corporate Understanding of Social Media in India” at Social Media Conference (MARCONFERENCE), Bangalore on 26th and 27th July 2014.

### **Prof. Sulagna Mukherjee**

- Wrote a case with Prof. Sivakumar titled "UltraRichMatch.com: Online Matrimony in India" has been published by Ivey Publishing (listed in HBS).
- Participated in a FDP organized by Bloomberg during March 26-27, 2015 at Mumbai.



### **Prof. Sushanta Kumar Sarma**

#### **Publication**

Sarma, Sushanta Kumar (2014), “Qualitative Research is no Research: Examining the Allegations”, TAPMI Working Paper

Sarma, Sushanta Kumar (2014), “Politician's Dilemma: Interplay of Commitment and Conformity in Pluralism”, TAPMI Working Paper.

Sarma, Sushanta Kumar and Mehta, Madhavi (2014), “the Best Model for Micro-lending: Self-Help Group or Joint Liability Group?” Journal of Rural Development 33(3):247-260

#### **Conferences**

Sarma, Sushanta Kumar (2014), “Politician's Dilemma: Interplay of Commitment and Conformity in Pluralism”, Paper presented at the 75th Annual Academy of Management (AOM), Philadelphia, USA.

Sarma, Sushanta Kumar and Mishra, Debi Prasad (2014), “Theorization of Competing Logics in Emerging Organizational Field” Paper accepted for presentation at the 30th EGOS Colloquium, Rotterdam, The Netherlands.

#### **Workshops/ Training**

Conducted a session on “Scientific Writing” for the Manipal Center for European Studies (MCES)

Conducted sessions on Interpersonal Communications in the “Leadership Development Programme for Probationary Officers of ICICI Bank” at TAPMI

#### **Reviewer**

Reviewed papers for Journal of Research Practice, International Journal of Rural Management

### **Prof. Vinod Madhavan**

- Participated in the Global Colloquium on Participant Centered Learning (GloCOLL) conducted from July 20-26, 2014 at Harvard Business School, Boston.
- Attended the Case Writing Workshop for the participants of GloCOLL at Harvard Center, Shanghai during February 9-12, 2015.



## New Faculty



**Prof. Jayanthi Thanigan** joined TAPMI as Assistant Professor in the area of Marketing Management. She completed her graduate studies in Agricultural Engineering from Tamilnadu Agricultural University (TNAU), Coimbatore. Subsequently, she completed Post Graduate Diploma in Rural Management (PGDRM) from IRMA, Gujarat. She holds a Doctoral degree in Marketing from Anna University, Chennai.

She has about 10 years of industry experience. She has worked with Gujarat Co-operative Milk Marketing Federation (GCMMF-AMUL) in Marketing and Sales at various capacities (1996-2006). From 2006-2013, she has worked as visiting faculty in various B-Schools.

**Prof. Jyotsna** joined TAPMI as Assistant Professor in areas of Marketing. She has over an year of teaching experience as Assistant Professor with Delhi School of Business, Delhi. She is a fellow (FPM) in Marketing from Indian Institute of Management Ahmedabad. Before joining IIMA she completed her graduation in Commerce (B.Com) followed by Master in Commerce (M.Com) from Govt. M. M. College, Awadhesh Pratap Singh University, Rewa (M.P.).

She has presented papers in national as well as international conferences. She is recipient of 'Best Student Conference Paper' award at American Academy of advertising and 'Best Paper' award at 5th IIMA Doctorial Colloquium. She has been reviewer for American Academy of Advertising and IIMA Marketing in Emerging Economics conferences. Her areas of interest include Consumer Behaviour, Brand Management Marketing Research, Marketing Communication, Digital Marketing, Advertising and Promotions.



**Prof. Kavitha Ranganathan** joined TAPMI as Assistant Professor in the area on Finance & Economics. She holds a Ph. D in Behavioral finance and M.Phil. (Commerce). She teaches Investment Theory, Corporate Finance and Behavioral finance.

Prior to joining TAPMI, Dr. Kavitha Ranganathan worked for 5 years at National Institute of Securities Markets (NISM), Mumbai. At NISM she was engaged in various policy research initiated by SEBI, NSE and been part of the research team for the Financial Sector Legislative Reforms Commission (FSLRC). She had presented her research work at various conferences in India and abroad, and also won the best doctoral paper award at the Academy of Behavioral Economics and Finance conference held at New York University, 2012, and the COSMAR doctoral conference at IISc, Bangalore, 2011.

**Prof. S. Mahadevan** joined TAPMI as Professor in the area of Marketing Management. Prof. Mahadevan did his Masters in Economics from Loyola College Chennai and subsequently his PG Programme in Rural management from IRMA.

He has 30 years' Corporate work experience in Marketing, Sales and Customer Service functional area managing large brands such as Tata, Reliance, Aircel, Loop Mobile, Amul, Viva and Maltova. Prior to joining TAPMI, Prof. Mahadevan was the Chief Operating Officer at Loop Mobile, wireless service provider, Mumbai Circle. He has participated in several industry seminars and workshops.







**Prof. Pradeepta** joined TAPMI as Assistant Professor in the area of Finance and Economics. He has completed his graduation and post-graduation in Science from Ravenshaw University. He holds a doctoral degree (FPM/PhD) in Financial Management from National Institute of Financial Management, Faridabad. He has four years of banking experience as credit analyst with State Bank of India.

He is a member of professional bodies like The Econometric Society, Indian Institute of Banking & Finance. He has traveled widely and has presented papers in academic conferences across the world. He has also acted as a reviewer to academic journals like International Review of Applied Economics, Journal of Business Economics and Management & International Journal of Commerce and Management.

**Prof. Rajasulochana** Joined TAPMI as Assistant Professor in the area of Economics. She completed her graduation in Economics from South Indian Education Society's College, Sion, University of Mumbai. She holds a first class Master's degree in Economics from Department of Economics, Kalina Campus, University of Mumbai. She taught Public Economics and Business Economics at Loyola College, Chennai. She holds a Doctoral degree in Health Economics and Policy from IIT Madras, Chennai.

She has presented papers in several national and international conferences on Health Economics and Policy. Her current research interest includes Health Economics and Health Policy Analysis.



**Prof. Ram Kumar Dhurkari** joined TAPMI as an Assistant Professor (Systems) in May 2014 and is currently in the final stages of his fellow program in management (FPM) at Indian Institute of Management (IIM) Kozhikode. Prior to this, he was working as an Academic Associate (2006-08) at Indian Institute of Management (IIM) Ahmedabad and as a lecturer (2004-05) at Shri G S Institute of Technology and Sciences Indore. He is a Post graduate in computer application from Rajiv Gandhi Technological University Bhopal and Graduate in Science (Mathematics) from Devi Ahilya University Indore.

He has traveled widely and has presented papers in academic conferences across the world. He has reviewed papers in academic journals like Journal of Multi-Criteria Decision Analysis, Decision Sciences etc.

**Prof. Sushmita Narayana** joined TAPMI as an Assistant Professor in the Operations Management Area. She completed her Doctoral degree (FPM) at the Indian Institute of Management, Kozhikode, where she carried out her research on Sustainability in the Indian Pharmaceuticals Industry.

She has published research articles in reputed international journals such as the Journal of Purchasing & Supply Management and the International Journal of Logistics Management, presented her research findings in international conferences (NOFOMA, POMS, ANZAM, SOM, etc.) and has served as a peer-reviewer for international academic journals and conferences in the field of Operations Research and Operations Management. She has been a recipient of awards and fellowships such as the Emerald publishers' Highly Commended Research Proposal and the Shastri Indo-Canadian Institute Internship that was carried out at HEC Montreal, Canada. Her research interests include healthcare/sustainable supply chains, systems thinking and the application of game-theoretic approaches in the analysis of supply chains.





**Prof. Varsha** joined TAPMI as Assistant Professor in the area of Marketing Management. She completed her Post graduate studies (M.Sc.) in Botany from Jai Narayan Vyas University, Jodhpur. She holds a doctoral degree (FPM) in Agriculture from IIM Ahmedabad. Her thesis focuses on marketing of agricultural inputs.

She is a visiting faculty at the National Institute of Agricultural Marketing (NIAM, Jaipur). She has presented papers in international academic conferences. She has also acted as a reviewer to academic conferences like Indian Academy of Management and PAN IIM World Management Conference.

**Mr. Vasanth Kamath** joined TAPMI as an Assistant Professor in the area of General Management. He holds a B.E in Mechanical Engineering and an M.Tech in Manufacturing Technology from Manipal University. Also, he has an MBA from SMU in the area of Human Resource Management. He is working on his PhD in Knowledge Management & Innovation at Manipal University. Before joining TAPMI, he worked as an Assistant Professor in the Department of Humanities & Management, MIT Manipal for 6 years. As an additional responsibility at Manipal University, he worked as Manager/ Faculty Mentor at Manipal University Technology Business Incubator, where he was associated with student start-ups and carrying out day to day activities of the incubator.



In addition to academics, he has two years of Industrial Experience as a Manager in the Maintenance/ Project Planning Department at Reliance Industries Ltd., Mumbai. He is a member of professional bodies like International Association of Engineers (IAENG, London) and ISTE (India). He has presented papers in academic conferences across the world. He also is a reviewer of the Journal Knowledge Management Research & Practice, and also for conferences organized by IEEE and System Dynamics Society.

## Adjunct Faculty

Prof. Vasudev Rao	BE (Mech), PGDBM, Ph. D.,	General Management and Entrepreneurship
Prof. Mohan Kumar	B.Sc (Engg), MSE	IT & Systems
Prof. Vinit Thakur	M.Sc. BIMS, BQM	IT & Systems
Prof. Rajesh Rajah	PGDM	Finance Management

## Visiting Faculty:

Sl.No.	Visiting/ Guest & Adjunct Faculty Name	Qualification	Organization/ Place	Subject Taught
1	Prof. Amaresh Chakrabarti	PhD (Engineering Design)	Professor, Indian Institute of Science (IISc), BANGALORE.	Product Design and Development
2	Prof. Arnold J Mascarenhas	FTGMP, IIM (B)	CEO, Bull's Eyes Communications, Bangalore	Managerial Communication-2
3	Prof. Arun Kumar Chaudhuri	M.Stat (Q,R+OR), D.S.Q.C +OR(ISI)	Consultant, Bangalore	Quality Management & Six Sigma Green Belt
4	Mr. Ashis Sen	B.E. (Mech)	President, EI Forum	Workshop on Emotional Intelligence
5	Prof. Avinash Paranjape	B.Sc (Stats), M.A.(Eco), Fellow IIMA	Management Consultant, Mumbai	Money, Banking & Monetary Policy
6	Prof. A V Rajagopalan	PhD in Management and PhD in Sanskrit and Indian Culture	Chennai	Cross Cultural Management
7	Dr. Bhaskara Rao	PhD from Kannada University, Hampi	NIT, Surathkal Communication - I	Managerial
8	Prof. Bhavanishankar S Revankar	B.Tech, PGDHRM	Consultant, EDI (Ahmedabad) at Dharwad	Workshops on Entrepreneurship Management and Business Plan
9	Dr. Bibhu Prasan Patra	PhD IIT, Kanpur	XIM, Bhubaneshwar	Business Ethics
10	Prof. Binoy Balan K	M.Phil (Maths)	Asst. Professor, Ahalia School of Engg. & Technology, Palkkad, Kerala	Modeling With Spreadsheets
11	Prof. Deepak Gopalkrishnan	B.Tech, PGDM Communications, Major in Account Planning	Planning Director, Ogilvy One Worldwide, Mumbai	Digital Marketing
12	Prof. G. Mallikarjun Yadav	MBA, Finance	ISB, Hyderabad	Mergers & Acquisitions
13	Prof. I Sridhar	PhD, Andhra University, CS.	Asst. Professor, IIM- Indore	Financial Markets and Institutions
14	Prof. Ishwar Haritas	PhD IHEID, Geneva	Independent Advisory Services, Geneva/Bangalore	Strategic Management
15	Prof. K J Jaims	PGDRM, PhD	Cochin	Consumer Behavior Marketing Research
16	Prof. Krishnamurthy	MBA, IIM, Hyderabad	Lubricants Business of BP Place, Mumbai	Project Management
17	Prof. Love Tandon	MBA from IRMA	Faculty in rural entrepreneurship Administration & Management	E-Business IT for Business
18	Prof. Malavika Harita	B.Sc, MBA(IIMB)	CEO, Saatchi & Saatchi Focus, Bangalore	Integrated Marketing Communication
19	Prof. Naveen Narayan	Chartered Accountant	Tax consultant, Mangalore	Management Accounting Financial Management - 1



Sl.No.	Visiting/ Guest & Adjunct Faculty Name	Qualification	Organization/ Place	Subject Taught
20	Mr. Nishith K Mohanty	PGDPM	Chief HR Officer, Manipal Education and Manipal Groups (MEMG)	Performance Appraisal and Management
				Compensation Management
				International Human Resource Management
21	Prof. P.B. Ramanujam	B.Sc, PGDM (IIM-A),AICWA	Great Lakes Institute	Investment Banking
				Commercial Banking
				Securities Markets
				Project Finance
22	Prof. Piyush Anil Shah	MMS, B.E.	Associate Professor, Durgadevi Saraf Institute of Mgt. Studies, Mumbai	Operations Management-1
23	Prof. Praveen Kamath	MSW, Dip in T&D (ISTD)	Global Head of Talent Transformation at WIPRO, Bangalore	Learning & Development
24	Mr. Pramod Allamraju	B.E. PGDM, (TAPMI), EGMP, (IIMC)	Deloitte, Hyderabad	Consulting Skills And Approach
25	Prof. Rajiv Misra	B.E., MS	Professor, XLRI, Jamshedpur	Theory of Constraints
26	Mr. Ramakrishna Venkata Potluri	B.E (Production), Nagpur University	Deloitte, Hyderabad And Approach	Consulting Skills
27	Prof. Ravindranath Shanbhogue	M.Pharm, PhD, Psychopharmacology, LLB.	Visiting Faculty in various Institutes	Business Law
28	Prof. Rohit Koshy	PGD (Finance), IIM, Kozhikode	LearnBiz Simulations, LLP, Bangalore	Executing Competitive Business Strategy - STRATSIM
29	Prof. S Narayan Rao	PhD, MBA, BSc, Dip in Business Finance	Associate Professor of finance, Mumbai	Behavioral Finance Portfolio Management
30	Prof. Saji Abraham	PhD (Management Studies), LLM, Dip in Counselling	Consultant Lawyer with M/s C J Joy & Associates, Cochin	Business Law
31	Prof. Saji K Mathew	PhD	Indian Institute of Technology, Madras	Data Mining for Business Intelligence
32	Prof. Sanjay Bhale	PhD (Management), MBA, M.Sc.	Professor of Management, VIM, Pune	Business Ethics
				Strategic Management
33	Prof. Santhosh Nandi	PGDM, XIM, Bhubaneswar	Strategy & Technology Consulting, Hyderabad	M-Commerce
				Strategic Management
34	Dr. Shalini Verma	MA (Eng.Lit, Human rights, Comn & Journ) PhD	Visiting Professor, IIM, Raipur	Case Methodology Managerial Communication - II

Sl.No.	Visiting/ Guest & Adjunct Faculty Name	Qualification	Organization/ Place	Subject Taught
35	Dr. Shashidhar Acharya	B.D.S, M.D.S	Head, Dept. of Community Dentistry, Manipal University	Public and Community Healthcare Practices
				Environmental Health and Safety Management
				Health Outcomes: Measurement & Decision Making
				Healthcare Systems and Policies in India
				Quality Management in Healthcare
36	Prof. Sivarama Krishnan	MSc, PGDPM (XLRI), LLB	Consultant	Competency Mapping, Recruitment and Selection
				Business Leadership
37	Prof. Soumitra Raj	M.Sc. (Stat)	Vice President, Finance, M/S. G V P R Engineers Ltd. Hyderabad	Bank Management and Regulation - I
	Dr. Sreedhar D	MPharm, PGDBI, DDRA, PGDMM, PhD	Associate Professor and Head Department of Pharmacy Management Manipal College of Pharmaceutical Sciences, Manipal University, Manipal	Intellectual Property Rights in Healthcare
38	Prof. Srinivasan Sundaresan	B.E (Civil), MBA, Phd	Verdurous Solutions Pvt.Ltd.	Project Finance
				Corporate Strategy
39	Prof. Srini Govindaraju	B.E, MBA	Sr.Director, Virtusa Global IT Services Company	IT Strategy & Management

## Faculty Research Seminars

### Knowledge Experienced Sharing Sessions & Research Seminars

- June 11, 2014, Seena Biju presented research seminar on Scaling Personality traits to Industries - An Exploratory study on Service industries in the UAE.
- June 19, 2014, Kunal Kamal Kumar presented research seminar on Assuming Corporate Responsibilities in Lawless Situations: Case Study of a News Media Organization.
- June 23, 2014, Srivatsa H.S. presented research seminar on Corporate Understanding of Benefits of Social Media in Indian context.
- June 26, 2014, Aditya Mohan Jadhav presented research seminar on Firm Control and Financing Choices in Indian Firms.
- July 02, 2014, Ram Kumar Dhurkari presented a research seminar on Measures of complementarity and compatibility in strategic alliances for innovation: A review of literature.
- July 16, 2014, Jayanthi Thanigan presented a research seminar on Online Purchase Intention.
- July 09, 2014, Madhu Veeraraghavan presented a KESS on How to publish in good peer reviewed journals?.
- July 23, 2014, Sushanta Kumar Sarma presented a research seminar on Politician's Dilemma: The Interplay of Commitment and Conformity in Pluralism.
- July 31, 2014, Sankalpa Bhattacharjee presented a research seminar on India's excellence in IT: Is it puzzling?
- August 13, 2014, Debmallya Chatterjee presented a research seminar on Advancement on MCDM: An Approach.
- August 20, 2014, James P.S. presented a research seminar on Distilling the Transformational Leadership as Model for Civil Services.
- September 10, 2014, Vishwanathan Iyer presented a research seminar on Linkage between India Vix and The Intra-Day Volatility Components.
- September 17, 2014, Durga Prasad M. presented a research seminar on Disinvestment and Firm Performance.
- September 26, 2014, Ashish B. presented a KESS on Giving Ideas Some Legs: Does Fitness Matter To Employee Creativity?.
- October 9, 2014, Srikanth P presented a research seminar on Royalty Payment and Expropriation by Foreign Firms: Indian Evidence.
- October 15, 2014, Nagarur Sudheer Reddy presented a research seminar on Beyond the Glass Ceiling: Does Gender Matter?.
- October 23, 2014, P.S James presented a research seminar on Constellation of Transformational Leadership: An Option for Managing VUCA Environment.
- October 29, 2014, Mayank Jyotsna Soni presented a research seminar on Recall of cognitive versus affective ad due to its placement in TV program: Role of different level of involvement with program.
- November 05, 2014, Vasanth Kamath V.P presented a research seminar on Knowledge Management enablers, and their effects on the Innovative ability, and profitability in Indian Manufacturing firms: A System Dynamics approach.
- November 13, 2014, Ajith Kumar J presented a KESS on Labour resource allocation in call centers with waiting and abandonment costs.
- November 19, 2014, Varsha Khandker presented a research seminar on Determinants of extent of hybrid rice adoption amongst Indian farmers: Evidences from the field.
- November 26, 2014, Aditya Mohan Jadhav presented a research seminar on The Dominance of Business Groups in Indian Economy: Comparative Analysis of The Structure of Indian Firms.
- December 03, 2014, Madhavi Latha Nandi presented a research seminar on Centralization and success of ERP implementation.
- December 10, 2014, Debmallya Chatterjee presented a research seminar on Modeling the Components of Management Quality to Measure Performance of Indian Private Sector Banks.
- December 15, 2014, Ram Kumar Dhurkari presented a research seminar on A New Method to Support Informed Managerial Decisions in Salespeople Performance Evaluation.
- December 17, 2014, Madhavi Latha Nandi presented a KESS on Introducing Mobile Commerce Course in Post Graduate Business Management Curriculum.
- December 31, 2014, S. Rajasulochana & Sridhar Telidevara presented a research seminar on Measuring Technical Efficiency of CEMONCcentres of Tamil Nadu using Stochastic Frontier Approach.
- January 07, 2015, Kumar Kunal Kamal presented a research seminar on Faking News: How a news satire portal helps uphold journalism ethics.
- January 14, 2015, Madhu Veeraraghavan presented a research seminar on Auditor Client Specific Knowledge and Internal Control Weaknesses: Some Evidence on the Role of Auditor Tenure and Geographic Distance.
- February 04, 2015, Seena Biju, Sridhar Telidevara, Vinod Madhavan & Aparna Bhat presented a research seminar on What dissuades online learning?



## Staff



## New Staff



**Mr. Chethan C.K** joined as a technical trainee. He has completed Diploma in Electronics and communication from Dr. T. M. A. Pai. Polytechnic Manipal. Before joining TAPMI has worked as a system support engineer in Vaibhav System solutions India

Pvt. Ltd, Manipal, an authorized service center for ACER and Frontier Business Systems Pvt Ltd., Manipal service provider for Lenovo.

**Ms. Prathima Poojary** joined as Academic assistant. She holds an MBA (Finance) Degree from Poornaprajna Institute of Management and BCOM from Karnataka State Open University, Mysore. Before joining TAPMI, she has worked as an Associate at KPMG, Bangalore.



**Mr. Rakshith Birthi** joined as a Technical Trainee in IT department. He has completed his B. Com and CCNA certification from NIIT, Bangalore.

**Ms. Reena** joined TAPMI as Junior Office Assistant. She completed her B.B.M from Mangalore University and is currently with the Admissions Department at TAPMI.



**Ms. REBECCA S.J MENDONCA** joined as Academic assistant. She holds an M.Com degree in Finance from Mangalore University and BBM from Milagres College, Kallianpur. At TAPMI, along with Academic Assistance, she is also involved in Faculty Recruitment Process and Co-ordinate in the TAPMI-UD Programme.

**Mr. Sandesh Acharya** joined as Technical Trainee in IT department. He has completed his BCA from MGM College, Udupi.



**Ms. Saritha Shetty** joined as Academic Assistant. She holds a MBA (Finance) Degree from Bharati Vidyapeeth College, Sangli and B.Com from G.A.C.C. College, Shivaji University, Kolhapur. Before joining TAPMI, She has worked for two years as Credit and Document Asst., in Shriram City Union Finance, Sangli Branch and also at Chowgule Industry, Sangli as Back Office Asst. for five years.

**Ms. Shalet D'Souza** has completed B.Com and joined TAPMI as a Receptionist.



**Ms. Shruthi** joined TAPMI as a Receptionist. She has one and half year of work experience in online marketing in an Australian process.

**Ms. Vidya Patil** has joined TAPMI as Programme Executive in PGP office. She has completed her MBA in Finance from Karnataka State Open University, Mysore and B.Com from Andhra University. She has three years of work experience in various fields like Accounting, Finance and Market research (Marketing Domain). Prior to joining in TAPMI, she was associated with Manipal Digital Systems, Manipal and also with Ernst & Young, Bangalore.





# Executive Education Programme

TAPMI Executive Programs enable the participants to develop the capacity to transform themselves, their organizations and their communities. The program content is updated constantly with a view to instill a culture of creativity that perpetuates ingenuity and resilience at every level. With a proud tradition of accepting and delving into practical realities, the institute builds on contemporary situations and designs suitable interventions that would help participants improve their performance at the personal and organizational level in real and measurable ways.

TAPMI has conducted 14 training programmes during the year. They were conducted for the employees of Manipal University; MRPL, Mangalore; officers of ICICI Bank and Customer Engagement Management Training Programme for the Dealers of IOC Ltd.



## Effective Workplace for MU officials

A two day training program on "Nurturing an Effective Workplace" was conducted for the Heads of departments of Manipal University in 3 batches. The first batch was organized during October 17-18 had 30 participants. The second batch had 19 participants was organized during October 24 & 25, 2014. The third batch was conducted between Nov 14 & 15, 2014 with 30 participants. The participants underwent training on various topics like: Leadership Styles, Qualities and Functions, Managing Interpersonal Behavior and Resolving Conflicts, Motivating Subordinates, Performance Assessment and Feedback, Building effective Team, etc.



## Leadership Development for the ICICI Bank Officers

3 batches of ICICI bank officers underwent a week long training program at the Institute. The first batch had 40 participants and was conducted from November 10-15. The second batch was organized from November 17-22 and the 3rd batch was from Nov 24- 29, 2014. The number of participants for the programme was 67 and 65 respectively. They underwent training by various faculty on subjects like Understanding Customers and their Behavior, Problem Solving and Decision Making, Team Building and Effective Working in Teams, Managing People – Interpersonal and Group Behaviour, Technology – Facilitating Delivery of Service, Service Quality in Banks, and Measuring Customer Satisfaction, Organizational Communication, etc.





## Executive Education Program:

Sl.No	Executive Education Programme	Faculty Coordinator	Date	No. of Participants
1	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Vinod Madhavan & Prof. Debmallya Chatterjee	April 14-19, 2014	99
2	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Vidya Pratap & Prof. Aparna Bhat	April 21-26, 2014	117
3	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Vinod Madhavan & Prof. Aparna Bhat	May 05-10, 2014	118
4	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Vinod Madhavan	Sep 15 - 20, 2014	67
5	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Vinod Madhavan	Nov 10 - 15, 2014	68
6	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Vinod Madhavan	Nov 17 - 22, 2014	67
7	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Debmallya Chatterjee	Nov 24 - 29, 2014	67
8	Training Programme on "Leadership development" for ICICI Bank Officers	Prof. Vinod Madhavan	Dec 08 - 13, 2014	40
9	Training Programme on "Nurturing an Effective Workplace" for the HOD's of Manipal University Institutions	Prof. Simon George	Oct 17 - 18, 2014	30
10	Training Programme on "Nurturing an Effective Workplace" for the HOD's of Manipal University Institutions	Prof. Simon George	Oct 24 - 25, 2014	21
11	Training Programme on "Nurturing an Effective Workplace" for the HOD's of Manipal University Institutions	Prof. Simon George	Nov 14 - 15, 2014	30
12	Training Programme on "Nurturing an Effective Workplace" for the HOD's of Manipal University Institutions	Prof. Simon George	Nov 28 - 29, 2014	22
13	Workshop on "Total Quality Environment" for Indian Oil Dealers	Prof. Vinod Madhavan	August 8, 2014	35
14	Workshop on "Succession Planning" for the Senior managers of MRPL, Mangalore.	Prof. James P S	January 29, 2015	20

## Faculty/Staff Retreat: 2014

The Faculty and Staff Retreat was organized by the Institute from April 13, 2014 to April 16, 2014. The location of the retreat was Sai Vishram Beach Resort at Baindoor, approximately 70 kilometers from the campus.

The beach resort is spread across 24 acres of lush greenery near Byndoor along the Konkan coast of

Karnataka, away from the hustle and bustle of urban India.

Faculty and staff along with their families made the most of the Jetski Ride, Banana Boad Ride, Kayaking, ATV Rides and Indoor Games provided in the resort. In the evening cultural activities were organized besides Painting competition for kids.



# Silver Jubilee Leadership Lecture

## 17th Leadership Lecture by Shri. Joginder Singh, IPS (Retd.), Former Director, CBI



TAPMI introduced the Silver Jubilee Leadership Lecture Series in 2009 with the objective of inviting eminent personalities and thought leaders of the country to address the young management students of TAPMI on contemporary topics. The 17th Leadership Lecture at TAPMI saw an eminent guest, Shri Joginder Singh, IPS(Retd.), Former Director, CBI, delivering a lecture to the students and faculty members on the topic “Role of Police as Agents of Social Change and How to Excel in Life” at the Syndicate Bank Golden Jubilee Auditorium, Manipal on 19th July 2014. Other citizens and academic fraternity of manipal were also invited.

The session started with the “Lamp Lighting Ceremony” by Shri Joginder Singh, who was accompanied by Dr. Ramdas Pai, Chancellor – Manipal University and Dr. R C Natarajan, Director, TAPMI. It was followed by Saraswati Vandana by students of TAPMI. Prof Rajiv Shah, the Master of Ceremony for the event, began the proceedings by providing a brief introduction about the speaker and then offering the stage to him to deliver the lecture.

Shri Joginder Singh began by mentioning some of the general perceptions about the police. He said that police is not welcomed in our nation, for which he cited two main reasons, first being favouritism and pro-rich behaviour and the other being discourteous behaviour towards general public. Policemen are perceived to be

abusive and mostly honest citizens suffer because public complaints are ignored by police. He added that people believe police are the biggest violators of law. Further, he went on to explain that frequent transfers of policemen are quite rampant. He cited this as the main personal reason the police has been ineffective in enforcing laws. To tackle this issue of frequent transfers, the Supreme Court passed an order in the year 2000, guaranteeing fix tenure to police officials of certain ranks in a posting. However, not even a single state has implemented it.

Shri Joginder Singh went on to narrate an incident where one has to be the flag-bearer of change. He stated that constables are the ones at the bottom of the pyramid who had to suffer the most. They don't get even a single holiday in the entire year. Thus, he raised this issue once in a high level conference. His compatriots seemed to be amused by his statement, but he went on to implement holidays for constables in his district jurisdiction.

He then emphasized on the importance of hard work. He urged the students to be the best in their fields and reach the pinnacle. He enunciated that everyone has the potential of reaching there, but the price for reaching there is only through dedication and hard work.

The session was followed by questions from the audience, which were aptly answered by the guest with relevant examples from his life and experience. The event came to an end with Prof. Rajiv Shah, extending the vote of thanks to the guests of the event and the Manipal fraternity at large.





# OUR RECRUITERS 2014-15

CONTINUING THE LEGACY  
OF 100% PLACEMENTS AT TAPMI





“A VERY INTERACTIVE  
WITH SOME VERY  
WHO WILL INEVITABLY RISE

AND ENGAGING EXPERIENCE  
BRIGHT YOUNG PEOPLE  
TO BE LEADERS IN OUR COUNTRY”

-SHRI RATAN TATA

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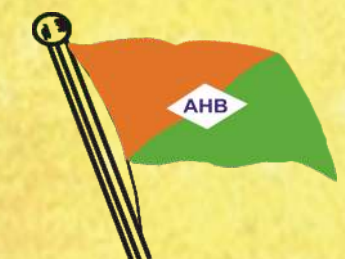
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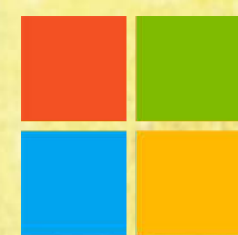
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**“NOTHING WORTH HAVING WAS  
EVER ACHIEVED WITHOUT EFFORT”**

**-THEODORE ROOSEVELT**



# T A Pai Memorial Lecture

The 32nd Founder's day was celebrated on the 28th of Jan'2015. The event began with the lighting of the lamp by the dignitaries, followed by the rendering of the prayer song by the students. Dr. Shantaram, Chairman recalled for the audience the vision and mission of our Founder Shri. T A Pai and his zeal to lead the country to the horizons of excellence. Prof. Natarajan, Director TAPMI, delivered the welcome address to the august gathering. Prof. Seena Biju, Asst. Prof, TAPMI, the MC for the event, introduced the chief guest Dr R. Balasubramaniam who is a development activist, social innovator, writer and a leadership trainer. Dr. Balasubramaniam is a development activist by choice and a physician by qualification with specialization in Public administration from the Harvard University.

During his lecture, Dr. Bala began with the question, "How to spend money wisely?" the answer to which is very essential for the youth to know. He believes that resurgent India needs to acknowledge the history that India had. He quoted various incidences from his life that made him realize that there exists a thread in these incidences that connects a lack of trust, interdependence, and reciprocity of human existence. He believes a B-school like TAPMI has a bunch of elite scholars with great intellect and they should know the thread that connects the situations faced by India. "We have become an expert in dehumanising ourselves that we don't even have time for anything else", he said.



He recommended students to read the book, 'The World Economy' by the great economist, Angus Maddison. We would be amazed by the glory of Indian economy in the past. But it is sad that today we are still an emerging economy. He poses a question, "What was it that destroyed India's capacity to trade?". The education and technical systems were dismantled, trade was dismantled, and social institutes were dismantled. The 'Puranas', the 'Vedas' and 'BhagwadGeeta' are the products of highly refined superior minds and a work of extraordinary intellect

and creativity and are symbols of our great potential since our inception.

We just can't keep making excuses of external factors for our failure to enhance our potential and become a developed economy. India, despite having a shining economic past, carries the burden of one-third global poverty. We need a new India which invests on its lost strength of human and social capital. He emphasized that in-class learning is important but learning outside class is more important. According to Mr. Subramaniam, money is important for a person's life but what is more important is how one spends it on others. He said it is not 'I' that matters, but it is 'We' that makes the difference. There is no need to compete. There is so much that the world can give us, so much that we can give the world. So, the competition should be about who can give the world the most and not who can take the most from the world.



Dr. Balasubramaniam advised students to enjoy life and realize its value. Students must not compromise on their health by compromising on exercise, meditation and sleep for their studies and other activities. These things ultimately affect the choices that students make in future; having a direct correlation with the inclusive growth of India. He quoted Swami Vivekananda by saying, "It is not by a revolution but only by evolution can a new India arise." This evolution can be attained by redistributive justice and inclusive capitalism because it will bring inter-generational equity. Economic growth will be futile if the wealth is not redistributed amongst the citizens of India. Providing every Indian an opportunity for equality and freedom of choice will build an inclusive Indian society creating a strong human and social capital. He ended his inspiring speech by saying that we should strive to build an India which is free from poverty and hunger, where equality prevails and where every Indian can say that he/she cares not just for India but for the world.

The event concluded with Prof. Seena delivering the vote of thanks.

## Long Service award

Long Service award was initiated in the year 2014 in recognition of true dedication and commitment at work in TAPMI. This year TAPMI awarded three of its team members with the Long service award at the Founder's day ceremony

**Mrs. Sujatha K**, Senior Program Officer, In-charge (Quality and Compliance). Mrs. Sujatha joined TAPMI on 13th Dec 1984 and has been an integral part of the PGP office and the Admissions. She is currently a part of the AACSB office.



**Mrs. Jyothi Nayak**, Office Superintendent joined the TAPMI family on 1st October 1994. In her 20 years of dedicated service she has been a part of the e-GPX, e-governance program at TAPMI and is presently with the Admissions office.



**Mrs. Baby**, the Junior Officer Support joined TAPMI on 1st August 1994, Mrs. Baby has been an integral part of housekeeping at TAPMI for the last two decades.





# K. K. Pai National Banking Award

KK Pai Trust, Manipal honours a leading banker once in two years with KK Pai National Award for the Best Banker. This award is being given in the name of Late Shri K K Pai who was former CMD of Syndicate Bank and was also the Chairman of TAPMI for long years.

This year Sri N. Kanta Kumar, Former Chairman and Managing Director of Syndicate bank was presented with K K Pai National Award for Excellence in Banking 2014-15 by Dr. Ramdas M Pai, Chancellor of Manipal University in the presence of Sri Satish U Pai, President of KK Pai Trust and Dr. R C Natarajan, Director TAPMI at the function organized in Seminar hall of TAPMI campus on February 24, 2015.



Other dignitaries present were Mr. Narayan M Pai, Mr. Ashok Pai, Mr. Suresh Pai, Mr. K M Udupa, Mr. Krishna Bhat and Dr. H S Ballal, Pro chancellor of Manipal University and Dr KK Ammannaya, Secretary of KK Pai trust during the felicitation ceremony.

# Guest Sessions & Lectures

## CXO Leadership Lectures

S.NO.	Organization	Name of the executive	Designation	Place	Topic
1	T E Connectivity	Mr. V Raja	President and Managing Director	Bangalore	Experiences in Corporate Career and how to succeed in Life - Inspirational Talk
2	Hellmann Worldwide Logistics	Mr. DharmeshDutt	Chief Operating Officer	Mumbai	Inspirational Talk on Leadership
3	Mphasis	Mr. Raghuraman M G	Sr. Vice President & Chief Information Officer	Bangalore	Entrepreneurial Advancements in IT Industry
4	WildCraft	Ms. SimeranBhasin	Chief Marketing Officer	Bangalore	Marketing Career
5	Jocata Financial Advisory and Technology	Mr. Prashant Muddu	MD & CEO	Hyderabad	Entrepreneurship and current environment
6	Systech Solutions	Mr. Arun Gollapudi	Chief Executive Officer	Chennai	Latest trend in Analytics
7	International Paper	Mr. Rampraveen Swaminathan	CEO & MD	Hyderabad	Paper Industry - specially Paper Manufacturing companies
8	Reliance Retail	Mr. Damodar Mall	CEO	Mumbai	Retail Management & Consumer Behaviour

## Mr Veera Raja, President and Managing Director of TE Connectivity India



18<sup>th</sup> July, 2014 saw the Inauguration ceremony of the TAPMI CXO Leadership Lecture Series. This ceremony was honoured by the presence of Mr. Veera Raja, President and Managing Director of TE Connectivity India, Dr. R C Natarajan and Prof. Chowdhary Prasad, Dean – Admissions and PR at TAPMI. The ceremony was

a predecessor to the Leadership lectures to be held in the following days, and market their beginning with the inspiring words of Mr Raja.

After an exquisite floral welcome to the guest, Prof Chowdhary delivered the welcome address and performed the iteration of the various achievements of the esteemed guest. He talked about his many years of work, from the time of his giving up his dream of becoming an engineer, to the 14<sup>th</sup> of July, 2014, when he completed a decade of being a CEO. He narrated many small and big incidents of his life, and the learning he derived from them, on how he handled the various challenges that life threw at him, and how he made the best the of them by taking up each challenge as an opportunity and making the best of it.

He left behind a number of gems of words for the students to ponder over, such as “Unless you work hard continuously, success will also come at specific instances, never perpetually”, “There are issues in every organization; the only way to change anything is to drive the policies yourself”, “Take decisions based on



what is right, and not who is right”, “Don't chase visibility, chase challenges” and many more.

At the end of his inspiring words, he was duly honoured by the Director through the presentation of a memento to him, and the event was officially declared as having begun.



## Mr. Damodar Mall, CEO RelianceRetail



no longer one solution for all and it has become imperative to get to know consumers at close quarters to be able to talk to them meaningfully. Mr Mall talked about the changing roles and ways of the modern consumer and the aspects of behaviour that define a person's attitude to retail.

The interaction was very enlightening for the students as the speaker shared a lot of insights from the retail sector. He also answered various questions put forward by students. His talk was a great learning experience for the students, future retail managers and those who crave to understand consumer dynamics.

TAPMI welcomed Mr. Damodar Mall, the man behind Big Bazaar, DMart and who is now with Reliance Retail. Mr. Mall is the author of the acclaimed book “Supermarketwalla : Secrets to Winning Consumer India” . Much of his interaction revolved around the contents of the book: why retailers should make room for the “elbow push factor”, how to stop short of becoming a “shopkeeper-in-law”, and what to design for the “Gold-collared man”.

Mr. Mall discussed about the rapidly changing demographics and psychographics of the Indian population which has given rise to new opportunities and new challenges for the marketer. One area where one can see the effect of this change is in retail. There is



## Mr Rampraveen Swaminathan, President, International Paper Inc.



Mr. Rampraveen Swaminathan, visited TAPMI on the 8th of October, 2014 to interact with the students. The session was conducted as a part of the TAPMI CXO Leadership Lecture Series. Mr. Rampraveen is the President of the International Paper Inc, and serves as the MD and CEO of the International Paper APPM Ltd. a subsidiary of the mother firm.

He has more than 15 years of experience in the field of Strategy and General Management. Mr. Rampraveen is an alumnus of TAPMI with an MBA in Finance. He set the context of the talk upfront by saying that the two topics he will be talking about will be the Company and Leadership.

He went on to tell about International Paper Inc, and its history. Established in 1898, it has operations in 24 countries and has more than 3000 employees in India. It acquired the Andhra Pradesh Paper Mills (APPM) in the year 2011 to form the Indian subsidiary firm International Paper APPM Ltd. The revenue generated

from its India operations is \$0.4 billion, whereas the revenue generated from global operations is \$34 billion.

They have a B2B model, wherein the business is segmented into the following divisions:

- Industrial Packaging
- Consumer Packaging
- Printing Papers
- Distribution

He spoke about the “Sustainable Forestry” philosophy that is followed by International Paper, as per which for every tree they cut, they plant four trees so that the environmental balance can be established and sustained. With this they have been able to grow wood and agro land. This is a vital chunk of their Corporate Social Responsibility.

He then spoke about his experience and what it takes to be a successful leader. He advised that for a leader it is very important to be able to deal with Volatility, Uncertainty, Complexity and Ambiguity. The major values that should be demonstrated by a leader are Courage, Higher Ambition and Entrepreneurship. He said that leaders should have learning agility, network centricity and diversity.

In conclusion, he recommended, “It is always necessary that we do what is right, rather than doing what is convenient”. The lecture ended with the TAPMI Placement Forum, extending the vote of thanks to Mr. Rampraveen for taking time out of his busy schedule and addressing the students of TAPMI.

## Mr Arun Gollapudi, CEO of Systech Solutions

TAPMI hosted the next instalment in the CXO Leadership Lecture series by inviting Mr. Arun Gollapudi, CEO of Systech Solutions on September 29th 2014. He was accompanied by Mr. Ashish Parikh, CFO at Systech Solutions.

Mr. Arun started the lecture by speaking about TAPMI and the recent infrastructural developments that have happened in the campus with special mention about the state-of-the-art Bloomberg Lab. He expressed heartfelt gratitude for the founder of TAPMI, Dr. T.M.A. Pai who has been an inspiration for many.



He went on to speak about the recent technological changes that are happening in Analytics and importance of storing data and the information that is extracted from data. He said that practical application is more important than mere theoretical knowledge.

According to Mr. Arun, it is very important to take decision quickly, especially given the fast paced times in which we live. He gave examples about how the government has started hiring fresh MBA graduates in

order to strengthen their skills in the field of Business Intelligence and Analytics. The corporate investments in Big Data technologies has also increased manifold, with companies ready to pay third party vendors in order to get information in visual format for quicker decision making.

He spoke about the way in which the focus has shifted from manufacturing to the customer and how important it is to achieve sustainability in the technological advancements we are making. According to him, in the current scenario focus should be on innovation and entrepreneurship.

At the end of the session he invited questions from the students and answered them with real life examples. The students found the session highly informational and insightful given the experience and knowledge shared by Mr. Arun Gollapudi. The TAPMI family stays highly indebted to Mr. Arun and Mr. Ashish for taking time out from their busy schedules and thanked them for the interaction.



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## International Exchange Program

The last two weeks of May saw a batch of students from Sheffield Hallam University (SHU), UK visit TAPMI under the collaborative learning program. The program titled 'Doing Business in India' is a two week program with 30 contact hours and equal number of experiential hours including industry and organizational visits. The program exposes the master's students in International Business of SHU to the entire spectrum of Indian business and includes exposure to cooperative sector, small scale industries, scientific farming, micro-finance and self-help group economy, medium high technology industries and Indian MNC operations.

One of the major highlight of the program is the negotiation exercise in which the SHU students represent a European company and TAPMI students, an Indian company and engage in a protracted complex business negotiation covering technology transfer, price flexibility, service support and the entire gamut



related to an integrated negotiation. Inducing creativity in the negotiations is a key component of this exercise. the batch has students from Austria, Germany, Nigeria and China who are students of SHU.



# TAPMI Achiever's Club

1. Priyanka Bali's article on 'Learning & Teaching: The only way to Make Menstruation Taboo Free' was published online by Menstrupedia (<http://menstrupedia.com/blog/learning-and-teaching-the-only-way-to-make-menstruation-taboo-free>)
2. Abha Sharma participated in the HCL Ideathon blogging competition and achieved third position for her blog on 'Global strategy of world's most loved brands'.
3. Twisa Dandapat published an article on 'Consumer Buying Behavior-Psychological Aspects' in mbaskool.com (<http://www.mbaskool.com/business-articles/marketing/9892-consumer-buying-behavior-psychological-aspects.html>)
4. Ankita Sharma's article on 'Disability friendly workplace- An Emerging Requisite' has been published in TOGETHR, an IIM Shillong HR Magazine, May-June 2014 issue (<http://iimsushr.files.wordpress.com/2014/06/togethr-may-june-2014.pdf>)
5. Anurag Bothra's article on 'HINDUSTAN MOTORS AMBASSADOR- THE END OF AN ERA' is selected and published in mbaskool.com (<http://www.mbaskool.com/business-articles/marketing/9893-hindustan-motors-ambassador-the-end-of-an-era.html>)
6. Sandipan Datta and Debdipta Sengupta's article titled 'Indian Currency - Paper to Polymer' has been published in mbaskool.com in the month of June 2014 (<http://www.mbaskool.com/business-articles/finance/9751-indian-currency-paper-to-polymer.html>)
7. Girish Hemnani, Sesank Numburi, Tejas Madhav Talak, Shivam Sinha, Kanika Gupta and Vineet Jain represented TAPMI as a team in the Google Online Marketing Challenge and won the First Prize (Traverik Campus Brand Manager)
8. Roshan Nepal's article on 'The Rising need of Digital Advertising in Retail Sector' has been published as a featured article in SAMVAD, a May 2014 issue of monthly magazine of Welingkar Institute of Management Development and Research, Mumbai.
9. Shikhar Mehrotra's article on 'Booming IT and its effect on Healthcare' was published in mbaskool.com (<http://www.mbaskool.com/business-articles/operations/9435-booming-it-and-its-affect-on-healthcare.html>)
10. Siva Kumar Venkata Reddy's article on 'Marketing Logistics and Supply Chain' was published in Samvad, a monthly magazine of Welingkar Institute of Management Development and Research, Mumbai.
11. Tonmoy Bannerjee and Sai Pratyusha's article on 'Make my trip: Changing the way India Travels' has been published in IIM-Shillong's magazine Markathon for their July issue ([http://issuu.com/markathon/docs/markathon\\_july\\_2014/0](http://issuu.com/markathon/docs/markathon_july_2014/0))
12. Vineet Jain and Girish Hemnani's article on: 'A Behavioral approach to understand the US 2008 crisis and key learnings' was published in the monthly magazine 'Niveshak' at IIM-Shillong (April issue) (<http://iims-niveshak.blogspot.in/2014/05/niveshak-april-2014-issue-with-page.html>)
13. Arpit Goel's article on 'Advertising- A threat to society' has been published in Marketing and Strategy section of mbaSkool (<http://www.mbaskool.com/business-articles/marketing/9896-advertising-a-threat-to-society.html>)
14. Manish Kumar's article on 'Demystifying ambiguity with choosing best option Strategy' (<http://insideiim.com/ambiguity-with-choosing-the-best-option-strategy/#comment-18453>) and 'Yield Enhancement Strategy by writing Covered Calls' (<http://insideiim.com/yield-enhancement-strategy-by-writing-covered-calls/>) has been published in insideiim.com
15. Neha Agarwal has won the first place in an online competition discussionleaders.com. The competition was on for a period of 3 months and the results were announced on the 30th of June, 2014. Neha has also become richer by Rs 25000 (cash prize).

16. Sourabh Paul's article 'Big Data Analytics – Driving Decisions' has been published in MBASchool.com under the 'Operations and IT' section (<http://www.mbaskool.com/business-articles/operations/9897-big-data-analytics-driving-decisions.html>)
17. Vivek Singhal Agarwal, Rohit Pandey, Swarashree Ravishankar & Sathiesh Asaithambi won the first place in Impetus, IIM Bangalore's Annual International Business Summit held on 27th September, 2014
18. Nikita Abrol & Abhijit Kotkar won the first place in the flagship event Sparsh of IIM Bangalore's Annual Business Summit 2014 – Vista. They are also richer by Rs. 30,000 cash prize and Rs. 81,000 worth of Gift Vouchers.
19. Devika Ganesh Shenoy and Vaishnavi Chella won the first prize in the Maria Philip Memorial Debate Competition held at XIME Bangalore
20. Raja Yakkala, Prashanth Vasudevan and Harshavardhan Rajendrababu won the second prize in operations case analysis at Milestone, part of Vista 2014, IIM Bangalore's Annual International Business Summit held on 27th September, 2014
21. Ambika Gupta and Purnima Vishwanathan have secured second position in the competition Myntra Paradigm at NITIE Mumbai. The competing colleges were XLRI Jamshedpur, SCMHRD, SPJAIN, TISS and SRCC Delhi for the finals.
22. Ashish Jaiswal, Shailesh Bansal and Shrey Gupta have secured the second position in the B-Plan Competition held at SJMSOM, IIT Bombay on 1st Nov 2014.
23. Kathiresan S won the third place in the Best Management Student Competition (Dewang Mehta Awards) held at Mumbai on November 15, 2014
24. Abhishek Anand's article on 'Reebok's new Avatar: Will it change its future?' has been published as a Featured article in InsideIIM.com (<http://insideiim.com/reeboks-new-avatar-will-it-change-its-future/>)
25. Ajay Kumar Tawani's article on 'Solvency II: Way Forward for Insurance Sector' has been published in 169th edition of IBS Times (August 2014 issue of The IBS Times)
26. Amitava Chatterjee's article on 'E-commerce-the-game-changing-revolution' has been published in mbaskool.com (on <http://www.mbaskool.com/business-articles/operations/9993-e-commerce-the-game-changing-revolution.html>)
27. Arpit Goel's article titled, 'Air Asia Pricing strategy : The Perfect Market Penetration' is published in K.J. Somaiya magazine ([http://www.weebly.com/uploads/7/8/6/6/7866442/july2014\\_mm\\_final.pdf](http://www.weebly.com/uploads/7/8/6/6/7866442/july2014_mm_final.pdf))
28. Aseem Madan and Preetinisha Gupta's article on SEBI- Modifying the game rules was published by mbaskool.com (<http://www.mbaskool.com/business-articles/finance/9895-sebi-modifying-the-game-rules.html>)
29. Bhanuja Nagore's article on 'Demand Generation Strategy - Stepping Stone for Lead Generation' has been selected and published in the MBA Skool Website (<http://www.mbaskool.com/business-articles/marketing/9907-demand-generation-strategy-stepping-stone-for-lead-generation.html>)
30. Debdipta Sengupta's article titled 'Corporate Debt Restructuring Mechanism' has been published in 'The Financial Bulletin July 2014 Edition' of IBS Hyderabad ([http://issuu.com/mmc-ibs/docs/july\\_2014/14](http://issuu.com/mmc-ibs/docs/july_2014/14))
31. Deepak Kumar's article on 'Marketing Logistics and Supply Chain' has been published in April'14 issue of Samvad - a monthly magazine of Welingkar Institute of Management Development and Research
32. Deepti Kumar's article titled 'A Quantitative Approach to Map Competencies' has been published in the 8th edition of HR'Xpert, published by the HR association of XIMB (<https://docs.google.com/file/d/0B-9DFsIryrBiaOZ0YXFYM3FRcjQ/edit>)
33. Kalyani Sheshadri's article on article 'Solutioning Unconventionally - Design Thinking in Business' has been published in mbaskool.com (<http://www.mbaskool.com/business-articles/operations/9894-solutioning-unconventionally-design-thinking-in-business.html>)
34. Manish Kumar's article on Post Retirement Financial Planning in new Tax Regime has been published in insideiim.com (<http://insideiim.com/post-retirement-financial-planning-in-new-tax-regime/>) and another article on 'Derivative in India- A Primer' has been published in the latest issue of the quarterly magazine of NMIMS-Mumbai.
35. Megha Thacker has cleared the coveted Level 1 of CFA exam. The pass percentage of this exam was 42%.

36. Navjyot Singh Bhatia, Prateek Pareek and Deepak Kumar have won the third prize in Vishleshan ( Analytics case study competition) organized by MBE(Delhi University) at South Campus, New Delhi
37. Pawan Mishra's article on 'Intellectual Property Rights Violation and Importance of Ethics', has been published in mbaskool (on <http://www.mbaskool.com/business-articles/human-resource/9904-intellectual-property-rights-violation-and-importance-of-ethics.html>)
38. Rahul Rai's article titled 'QE Tapering Affecting the Indian Rupee' has been published in MBASKool (<http://www.mbaskool.com/business-articles/finance/9931-qe-tapering-affecting-the-indian-rupee.html>)
39. Rakesh Rajpal's article on movie marketing has been published in mbaskool (<http://www.mbaskool.com/business-articles/marketing/10628-movie-marketing-in-indian-television-shows.html>)
40. Saikat Sinha won the second position in the article writing competition conducted by MIB, Delhi School of Economics, University of Delhi
41. Sourabh Paul and Neeru Singla won the third prize in 'SOS-IT competition' conducted by Bitesys (Systems group of IIM Shillong). They have also published an article 'Competitor Analysis: Indian Cloud Computing Service Providers' in Conquest - Consulting Club of IIM Shillong (<http://iims-conquest.in/competitor-analysis-indian-cloud-computing-service-providers-by-sourabh-paul-neeru-singla-tapmi/>)
42. Utkarsh Bisen's article on 'Behavioural Finance' has been published in the Aug 2014 edition of The Financial Bulletin of IBS Hyderabad as a featured article
43. Vatsal Gupta, Suryanker Saxena and Vishal Kumar Singh's article on 'MARKETING AUTOMATION' has been published in IIM SHILLONG's marketing magazine (MARKATHON) anniversary edition (<http://www.iimshillong.in/news/pdf/Markathon%20August%202014%20-%206th%20Anniversary%20Edition.pdf>)
44. Ms. Neha Haridas published an article 'Entrepreneurship: Employee Engagement in Start-ups' for the October issue of monthly magazine 'Samvad' of Welingkar School.
45. Mr. Mitesh Kumar's article 'Shedding light on Shadow Banking' was published on the MBAskool website on 28th October 2014 (<http://www.mbaskool.com/business-articles/finance/11177-shedding-light-on-shadow-banking.html>)
46. Mr. Avnish Kumar and Mr. Abhinandan Huddar's article, titled 'Financing the CGTMSE way : A deep insight to growth driver of Indian economy' was published in Niveshak, the Finance journal of IIM Shillong, in its September 2014 edition. ([http://issuu.com/niveshak/docs/niveshak\\_sep14\\_flip/26?e=2664216/9608601](http://issuu.com/niveshak/docs/niveshak_sep14_flip/26?e=2664216/9608601))
47. Mr. Kathiresan L and Ms. Sri Ramya Allani won the second position in Fin-Next, a finance event in Neev-2014 which is the annual B-School fest at SCMHRD. They won INR 10,000 worth of prizes
48. Mr. Adarsh Santhanam's article, titled 'Health Care is just a click away' was published in the 'i4C Idea and Innovation Challenge: Inclusive Innovation 2015' contest and website on 30th November 2014. He was also the global runner up in the 'Create the Future Design Contest 2014'
49. Mr. Vivek Singhal and Mr. Rohit Pandey's article titled 'Journey towards Customerization – 'Creating Value for Customers' was published in Markarc: A national level article writing contest conducted by FMS Delhi in November 2014
50. Ms. Chrystal Noronha cleared the CFA level 1 in December 2014.
51. Ms. Shruti Panwar and Mr. Vinoth T won the 3rd Place in 'Promoception' in a poster design competition conducted by IIM Indore on 8th December 2014
52. Mr. Abhijeet Srivastava won the 3rd Place in Campus2Corporate Pro 2014, a National Contest for B-Schools and Engineering Institutions.
53. Ms. Deepanwita Nandi's synopsis, titled 'Delivering customer experience in digital marketing - impossible, or an avenue for creativity' was published in the section 'Eye2Eye' in the November edition of Markathon – the marketing magazine of IIM Shillong
54. Mr. Tejas Nimbhargi and Mr. Boris Laishram won the first place in SMARKONSULT, organised by SIBM, on 16th January 2015. The prize included cash of INR 5000 plus certificates
55. Mr. Praveen Kumar Singh and Mr. Akshay Gupta won the first place at Cognizant's Syncquest – An IT Case Study challenge at NITIE, Mumbai, on October 16th 2014. They were awarded a cash prize of INR 10,000.



56. Mr. Shailesh Bansal and Ms. Rijuta Bindlish's article titled 'HOW MILLENNIALS ARE CHANGING THE FACE OF MARKETING' was published in MBAskool.com on 11th November 2014. (<http://www.mbaskool.com/business-articles/marketing/11701-how-millennials-are-changing-the-face-of-marketing.html>)
57. Ms. Neha Agarwal cleared the CFA Level 1 Examination on 29th July 2014.
58. Mr. Ayush Garg, Mr. Shailesh Bansal, Mr. Shrey Gupta and Mr. Ashish Jaiswal won the second position at Navonmesh, the B-Plan competition at SJSOM and IIT Bombay. This was held on 1st November 2014
59. Mr. Arnab Jena, Mr. Ayas Kanta Mohapatra and Ms. Manasa M won the 3rd place in Mahayojna, a strategy event conducted by IIM Indore on 30th September 2014
60. Mr. Ashwin Shetty and Ms. Rosu Jacob's article was published by the Marketing Cell of Master of International Business at DSE on 16th September 2014
61. Mr. Ankit Gupta's article 'Food Service Industry in India – Key Drivers' was published in MBA School on 3rd August 2014. (<http://www.mbaskool.com/business-articles/marketing/9929-food-service-industry-in-india-key-drivers.html>)
62. Ms. Gargi Khaund's article 'Reebok's rebranding – A comprehensive analysis' was published on the MBAskool website on 12th August 2014. (<http://www.mbaskool.com/business-articles/marketing/9995-reeboks-rebranding-a-comprehensive-analysis.html>)
63. Mr. Abhijit Mitra and Mr. Pratheek PS article on Whatsapp's acquisition by Facebook was published in the Budgetary edition of InFineeti, IIFT's magazine sponsored by ISSUU. ([http://issuu.com/infineeti/docs/infineeti\\_march2014\\_edition\\_4.0](http://issuu.com/infineeti/docs/infineeti_march2014_edition_4.0))
64. Adesh Kumar Tiwari's article on 'Is it the right time for SMEs to implement ERP?' has been published in InsideIIM.com (<http://insideiim.com/is-it-the-right-time-for-smes-to-implement-erp/>)
65. Dr. Tanvi Saxena's article on 'Healthcare Marketing; What's unique in it?' was published online on ideasmakemarket.com (<http://ideasmakemarket.com/2014/12/healthcare-marketing-whats-unique.html>)
66. Tharini Sridharan's article on 'Human Capital Analytics' won 1st Prize and has been published in XpressHR, an HR newsletter by XLRI, Jamshedpur ([http://issuu.com/sapphirexlr5/docs/xpress\\_hr\\_august\\_2014\\_publishing](http://issuu.com/sapphirexlr5/docs/xpress_hr_august_2014_publishing))
67. Ankita Sharma and Samanvita Vepa co-authored an article on 'Change Management- Enhanced need, reach and style' which was published in the August 2014 edition of SCMHRD's magazine HR Mesh (<http://scmhrd.edu/images/HRMESH.pdf>)
68. Bhanuja Nagore's article on 'Inbound Marketing - The Connecting Dots' won 1st Prize and has been published in IGNITE, a bi-annual magazine by FMS, Delhi
69. Sarvesh Jaiswal, Pushkar Parashar & Pratik Gangodkar won the 1st place in the event, Opera-BIT at LIBA Chennai's management festival - CHRYSALIS on 8th February 2015. They also received a cash prize of Rs. 25,000.
70. Kathiresan L secured the 1st place in the event, Best Manager at LIBA Chennai's management festival - CHRYSALIS on 8th February 2015. He also received a cash prize of Rs. 50,000.
71. Neha Chauhan's article on 'Analytics: A new dimension in Business' has been published in the annual journal of Department of Financial Studies, Delhi University for which she won 2nd Prize. Another of her article titled 'Recent Trends in Recruitment' has been published in the September '14 issue of People Tree - the biannual magazine of IIT Kharagpur
72. Miss Harshita Hemnani, Mr Krishnakumar S, Mr Aadit Shah, Mr Abhishek Rao, Mr Mahesh Deshpande from PGP-1 had participated in the 'Bobble App Business Challenge' and had won the 1st place in Review writing, 3rd place in Blog Writing, 2nd place in maximum downloads and 1st place in social media presence.
73. Mr Adithya Bhardjwaj and Mr Anirudh M were awarded the first place in the 'Tata Crucible' quiz contest
74. Mr Vinayak P and Mr Sudarshan were awarded the 2nd place in the 'Tata Crucible' quiz contest
75. Mr Kumar Sachin, Mr Dinesh Kumar B, Mr Sandeep M Prabhu, Ms Soumya C, Ms Deepa P jointly wrote an article on the topic 'Leadership change at Wipro CEO'S to CEO' that was accepted for publication in IJBIT in November 2014
76. Miss Nandini Hegde's article titled 'Targeted Online advertising- Effective or Intrusive' has been awarded the 2nd place at IIM-B's Literary Fest 'Sanrachana'

## TAC Inductees

1. Members of Welfarecom (PGP II) - Ajith Surendranath, Anju Maria Kurian, Anoop Venugopal, Aseem Madan, Dhanya Roy Manjooran, Hirangi Pandya, Preetinisha Gupta, Susmit Majumdar, Tonmoy Banerjee, Zope Vijay Bharat
2. Members of Placecom (PGP II) - Kiran Jose Ignatius, Dhananjay Jatti, Richa Chhabra, Karthik Hariharan, Harsh Mohan, Venkateshwaran Sreeram, Arvind Asokan, Gayathri Mohan, Satish Jain, Jai Sundriyal, Saurav Sanyal, Anubhav Baweja, Abhishek Sekhri, Gelli Abhilash, Tom Jacob
3. Members of Logcom (PGP II) - Piyush Baid, Shubham Gupta, Bluewin Jose, Srivatsan CR, Omkar Patwardhan, Mohit Sethi
4. HR Forum Members (PGP II) - Devika Shenoy, Thomas Jacob, Akhila Manjunath, Danish Warsi, Luisa Mohanty,
5. Operations Forum Members (PGP II) - Huafrid Billimoria, Govindarajan Raghavan, Manav Gupta, Niharika Drolia, Prashanth Kumar, Saikat Sinha, Siddesh Mahadevan
6. Members of ESPRIT (PGP II) - Sreenidhish N, Raghavendra Shyam MJ, Rohit Ganjam Ravikumar, Pratheek PS, Abhijit Mitra, Shyam Prasad S, Chathurbhujan GB
7. Members of LIME (PGP II) - Ayon Kumar, Akash Gupta, Amal Roy, Amruth C, Avni Mooljee, Debayan Bhattacharjee, Debidatta Satpathy, Deepanwita Nandi, Harshavardhan Rajendrababu, Neha Poddar, Pallavi Prasad, Priyam Goyal
8. SEC Members (PGP II) - Nivedita Nanjappa, Abhinav Anand, Alok Simha KJ, Manish Menon, Prajna Alva, Jaydip Dhar
9. Finance Forum - Yugank Bansore, Mathews Mathew. Sommya Verma, Mridul Agarwal, Neha Agarwal
10. Atharva: Mr. Joe Kurian
11. ESPRIT: Mr. Chathurbhujan GB
12. Omega Forum- Abhijeet Srivastav, Ankit Agrawal, Bhargav, Deepak Bhat, Dipti Chinchghare, Kanika Nagpal, Neha Gupta, Sachin Parnekar, Yogesh Nayak
13. ARC: Hrushikesh Deodhar



# Flagship Events



TAPMI is a top-ranked business school in the country and firmly believes in setting standards in each one of its endeavors. TAPMI believes that quality is the impetus of all the initiatives undertaken by it. BrandScan is TAPMI's flagship event. Inducted in 1993 with just one format (i.e. the event at Manipal), it has now grown to a magnanimous scale that spans three cities, Kundapura (Rural Format), Manipal (Semi-Urban format) and Bangalore (Urban format).

BrandScan is a unique market research fair that aims to collect valuable consumer and market related information for strategic use by our esteemed corporate clients. With a backing of 21 years' worth of

quality work delivered, BrandScan has successfully completed 240 projects for 130 satisfied clients. This year, it created history by undertaking and successfully completing the highest number of projects in a single year (24 projects in 2014), with our sector-wise coverage expanding to include the following:

- FMCG & Retail
- Infrastructure & Media
- Banking & Financial Services
- Tourism & Hospitality
- Automobile Services
- Healthcare





BrandScan 2014 was proud to witness an excess of 40,000 people in attendance at all three formats. The event was flagged off by the Honorable Chief Guest, IPS officer Amrit Paul, IGP, Western Range, Prof. Simon George, the Chairman of BrandScan, Dr. R.C. Natarajan, the Director of TAPMI and Dr. Raghuvir Singh, the Director of TAPMI School of Business who applauded the growth story of BrandScan so far. BrandScan also saw a variety of events such as 'Prozac' (an inter-college play competition), 'Zest' (a dance competition), 'Panache' (a fashion show) and 'Kids Got Talent' (a talent show for children of all ages) being conducted. The conception of these events was facilitated in a way that would attract and entertain the maximum footfall for the research process.



The Alumni Relations Committee was a great aid to BrandScan's success, leveraging LinkedIn to connect with numerous clients and alumni. Social media also felt BrandScan's presence this year with TAPMI reaching out to 10 generations of BrandScan through FaceBook. The official BrandScan page reached thousands of individuals and garnered more than 1000 likes. BrandScan held its first ever press conference in Bangalore as well as one in Manipal and they were reported live via Twitter.

With a dynamic student body, a growing list of clients and the endearing support it receives from the faculty at TAPMI, BrandScan has been able to grow over the years and hopes to scale higher peaks and deliver the best in the years to come.





## Ideate | Innovate | Implement



TAPMI Atharva has always been a quest to scale greater heights each year. What began as Hill fest (an intra TAPMI event) 1986, the event escalated to be an inter-B School event, SUMMIT in 1996. In 2002, SUMMIT was rechristened as ATHARVA and has been so ever since. The theme for Atharva in its 28th year was “Ideate, Innovate and Implement”.

In 2015, TAPMI-Atharva conducted a plethora of events which saw participation from colleges all over India. This year TAPMI-Atharva had more than 600 registrations from 35 B-Schools in India among which 50 Participants from 12 B-Schools made it to the final round held at TAPMI campus. The B-schools that participated this year include IIM-Kolkata, IIM-Bangalore, IIM-Kozhikode, IIM-Trichy, IIM-Udaipur, S.P. Jain Institute of Management and Research, Goa Institute of Management (GIM), Symbiosis Center for Management and Human Resources Development (SCMHRD), NarseeMonjee Institute of Management Studies (NMIMS), and Great Lakes Institute of Management etc.

Sankalp, is a B-Plan Competition of TAPMI-Atharva. TAPMI is the second management institute in India to initiate a B-Plan contest and Sankalp has grown from strength to strength since then. The contestants were rigorously evaluated by industry experts and TAPMI's own intellectual capital. Over 35 teams had registered for the event and 18 were short-listed to submit the Business plan. Following this the finalists were given the opportunity to participate in a mentorship program wherein the mentors were experts from the industry who reviewed the B-Plans and guided the participants.

Sankalp was supported by Manipal University Technology Business Incubator (MUTBI), an initiative of Manipal University for nurturing and developing innovation and entrepreneurial skills among its faculty and students. Sankalp awarded the winners and runners up an opportunity to incubate their idea at MUTBI for 6 months.

‘Make your Mark’, the flagship marketing event of Atharva – 2015 provides a platform to the brightest minds in the country to battle it out to find out what it takes to excel in the field of marketing. The event has put to test the qualities essential to be successful in the world of marketing. Around 160 teams registered for the online quiz eliminator round. The 5 short-listed teams were then exposed to a real-time problem faced by an NGO, a live case study by The Hindu and a simulation game where they were evaluated based on their marketing acumen.

sHRishti, An HR event was launched for the first time in TAPMI Atharva. The preliminary round was a case about SpiceJet, wherein 64 teams registered. The challenge to contestants was to derive a solution, not in verbal jargon, but rather in info graphics and pictures. Of this, 8 teams were short-listed for the presentations in the final round. With this event, we intended to bring out an innovative thought process in the field of HR.

inFINity, The Finance event is Atharva's offering to the budding financial managers of tomorrow. The finance battleground inFINity gave the student fraternity an understanding of the dynamic Finance Industry. It was a skill-test for students and offered challenges across all







the facets of Finance. Lateral thinking, street smart solutions, number crunching, decision making and strong analytical skills are just a few of the things that were tested. Over 130 teams registered and 65 teams who were shortlisted were pushed to their limits through a preliminary stock trading game on the online platform Dalal Street, this was followed by an equity research simulation on Knolskape where 6 teams battled it out. The top 4 teams of the simulation round were called upon to elaborate on their actions in the final presentation round.



Xpressions is the lighter side of this management fest provided a platform for students to showcase their talent. Events like Right Angles & PIC-the-tale – the photography contests, Communique – a creative poster making contest, Vibes, the Dance competition or Libaaz the Ramp walk. Vibes and Libaaz hosted participants from colleges in and around Manipal like MIT, KMC, etc. Xpressions provided an opportunity for students to get together, cheer for each other and have fun. Over 40 teams registered online for the photography contests from colleges like MICA, IRMA, NMIMS, TAPMI etc., with IRMA bagging the prize. MIT walked away victorious at Vibes and at the fashion show. TAPMI events like Khoj – the treasure hunt and Counterstrike where the gaming wizards showed off their skills. The College band, YTBN, performed for the crowd.

Run-for-a-Cause was held on February 1st, 2015 when Manipal witnessed hundreds of people running to demonstrate their solidarity towards the importance of imparting education to children from all sections of the society. The 'Run for A Cause - Marathon' was inaugurated by the honourable Superintendent of Police, Udupi District, Mr Annamalai. The marathon was flagged off by him at 5 pm. He also extended his support for the cause by participating in the marathon along with the 250 participants who thronged the venue. Besides athletes and professional runners, hundreds of young students of Manipal participated in the 4.1 km run amidst the loud cheers. TAPMI Atharva realizes the importance of setting up a conducive environment for education and pledged the proceeds raised from the marathon towards Academy Higher Primary School, Manipal. An amount of Rs. 80000/- was donated to the school for their infrastructure development.



TAPMI Atharva 2015 introduced the ever rolling trophy for the first time in its history, this is presented to the college which gains maximum points after competing in all the events of Atharva'15. The Rolling Trophy was awarded to Goa Institute of Management (GIM) for their extraordinary performance in TAPMI Atharva'15.

The 2-day extravaganza which was held on 24th and the 25th of January 2015 challenged the young leaders and provided an environment of healthy competition. This enabled them to showcase their natural charisma, vigor and help them chase their undying spirit of victory! The two things which have always remained constant and which will always remain constant are the Atharvan spirit of achievement and the TAPMIAN passion to scale greater heights!







Abhimanyu Bhadauria and Sreshth Shah of Amity University emerged victorious and walked away with the grand prize of INR 6,00,000 at the TAPMI Quiz on the Beach™ held at Kaup Beach yesterday. Teams from NALSAR University of Law, Hyderabad came second and IIT Madras came third and won INR 3,00,000 and INR 1,00,000 respectively.

The 12th edition of the TAPMI Quiz on the Beach (QOTB™) was conducted by quiz master 'Pick Brain' Giri Balasubramaniam of TATA crucible fame. The event saw two rounds of quizzing – the semi-finals and finals. The former was conducted at TAPMI campus in Manipal with 18 teams competing for 6 spots in the grand finale. The semi-finals saw teams from eminent colleges like IIT-M, IIFT Kolkata, IIM-Indore, BITS Pilani, SRM University, KJ SIMSR, PESIT and various others. The qualifiers were conducted in seven cities across India at Bangalore, Chennai, Mumbai, Ahmedabad, Kolkata, Delhi and Manipal and one international venue at Dubai.

Teams from Amity University, IIT-Madras, IIFT-Kolkata, NALSAR University of Law, Christ University Bangalore and BMS Bangalore made it to the finals from the three semi-finals. They were joined by two teams BIT Mesra (RAK Campus) and BITS Pilani (Dubai Campus) from the first ever TAPMI QOTB™ international qualifiers at Dubai.

The final was one round shoot-out of 25 questions on the buzzer. The finals witnessed a neck to neck battle for the top three prizes which kept the audience at the edge of their seats. After 90 minutes of intense quizzing, the team from Amity University emerged winners by a significant margin.

The event saw eminent dignitaries from the TAPMI governing council including Pro Chancellor of Manipal University Dr. H.S. Ballal, Vice Chancellor of Manipal University Dr. K. Ramnarayan and Director Prof. Dr. R.C. Natarajan grace the event with their presence. The Superintendent of Udupi Mr. Annamalai IPS was the special guest at the event.



### FINOMENAL 2014 – The Annual Finance Conclave



With great enthusiasm and high energy levels, Finomenal 2014, the annual finance conclave was declared open at T.A. Pai Management Institute, Manipal on 30th August 2014.

Finomenal 2014 was conceptualized in order to bridge the gap between the corporate finance world and the education being imparted at B-Schools. The sole objective of the event was to get industry experts to interact with the students of TAPMI, thereby allowing a seamless flow of ideas and insights. Finomenal 2014 focused on “Financial Innovation: Sustainability Vs Vulnerability”. The conclave was inaugurated by Dr.

PrabhakarPatil, Jt. Director of SEBI. The chief guest for the event was Mr. Nayan Mehta, CFO - Bombay Stock Exchange (BSE), who inaugurated the finance lab.

Some of the other attractions from the conclave were the guest lecture and panel discussions delivered by more than 20 stalwarts from the industry belonging to organizations like, Bombay Stock Exchange, S&P Capital IQ, Securities and Exchange Board of India (SEBI), Dr Reddy's Laboratory, AnandRathi, Bloomberg India etc. The conclave also saw the launch of Samnidhy – A Student Managed Investment Fund (SMIF), which is a one of its kind initiative to manage real time money and make profits through mutual fund investments.

There were various student activities that were also organized during the two day event, namely Concall and Novina that were judged by guests and academicians from TAPMI. With notable guests hailing from the financial domain, the conclave aimed to provide a conglomeration of the best financial minds of the country to give a better perspective to the students about the financial world. The two day conclave came to an end on 31st August 2014 with the closing ceremony attended by students, faculty and the esteemed guests.



### State-of-the-art Finance Lab

A world-class Finance Lab, in association with Bloomberg India, was launched at TAPMI. The trading lab is equipped with 16 Bloomberg terminals and supported by data feed from BSE and NSE. It gives students hands-on experience in Investments and Portfolio Management, Forecasting, Risk Management, and understanding of Global Financial Management. This lab provide students the knowledge and insight into real market situations while bridging the gap between financial theory and practice.



# DISHA 2014 – The Annual HR Conclave



Disha 2014 – The six day Annual HR Conclave of TAPMI, Manipal started on a high note on the 18th of August 2014. The lamp was lit after the invocation by the Chief Guest Mr. Rajat Jain, MD, Xerox India, the Key Note Speaker Mr. Krishnan V., Head Talent Development, HCL and Dr. R. C. Natarajan, Director TAPMI and Col. P.S. James, Area Chair Human resources, TAPMI. Col James explained about Disha to the audience followed by Dr. Natarajan's introduction of the theme for Disha 2014-'Talent Race in Emerging Economies-will India win?' The Chief Guest, Mr. Rajat Jain talked about the variance between plan and reality. Mr. Krishnan talked about talent management and challenges associated with it. Later in the day, the students got an opportunity to attend panel discussion and guest lectures delivered by the various eminent guests at Disha 2014.

The second day of Disha 2014, the Annual HR conclave of TAPMI Manipal, saw a continuation of the corporate sensation which is currently trending in every space. The Sophos, guest lecture series saw the presence of the following eminent personalities – Ms Diptii Das, Head HR - South Asia, Aramex; Dr. Maria Christine Nirmala, Practice Head –Research, Great Place to Work; Mr. Rajesh Sahay, Vice President & Head HR, Wipro Consumer Care; Mr. Ragupathy L, Senior Manager – Talent acquisition, Beroe and Ms. Charu Gulati, Associate Director HR, Axis Risk Consulting. The speakers touched upon various aspects related to challenges in human resource procurement and the building of social capital in organizations. The second edition of Onimia continued with the high powered discussion on the talent race in emerging economies with a focus on innovative recruitment strategies.

Day 3 of Disha 2014 hosted the fourth panel discussion in the “Onimia” series, where four corporate titans Mr. Mohit Shetty, AVP – HR, Reliance Capital; Ms. Reena Tyagi, Head HR, Cigna TTK Health Insurance Company Limited; Mr. Jayakumar David Alexander, Head - Human Resources (Zonal), Hindustan Coca-Cola Beverages and Mr. Sunil Wariar, Sr. VP and Head Human Capital, Future Generali India Life Insurance Co.; collaborated to give their unique perspectives on the topic – Talent management in a cross-cultural environment. The discussion revolved around how talent management is important when the organizations are going global, since several cultural dimensions come into play and the challenges are faced by organizations in handling them.

The panel discussion on the 5th day of Disha 2014 – The Annual HR Conclave of TAPMI, was attended by a large number of students. The topic of the discussion was “Managing Talent, in the Transition Economy of India”. The panellists for the discussion were Mr. Raghavendra, Infosys BPO; Mr. Arun Kumar Kaimal, DHR Holdings; Mr. Prem Velayudan, CISCO and Ms. Ivy Saldanha, Actuant India. Discussion varied by covering insights regarding best practices to be followed in managing talent better. There were points related to the personal and professional development of the employees and how these can be achieved by proper training and skill development activities.

The second round of Onimia Panel discussion on Day five of Disha 2014 led the discussion on Talent race forward by focusing on Employee Value Proposition to





attract multi-generational talent. Corporate giants who led the discussion were Mr. Pritpal Kular, Vice President - Human Resources, General Motors ; Mr. Ramunni Nair, Vice President HR&GA-Renault Nissan; Mr. Jothibas S, Deputy General Manager-HR, BIAL, Prof. Col P S James, HRM Area Chair TAPMI. Most panelists agreed that the concept of Employee Value Proposition was an evolving perception varying across different industries and time. They took up the differing methods which need to be applied to blue-collared workers and white-collared employees.

Disha 2014 concluded on 23<sup>rd</sup> of August 2014, with lot of reverie and excitement. After six eventful days with 10 Onimia panel discussions, more than 30 Sophos Guest Lectures and 50+ guests on campus, TAPMI showed the magnitude of this conclave to the world. Prof. (Col.) P S

James in his valedictory address spoke about the new perspectives discussed during these 6 days. He stressed on the importance of grounding and display of work experience in a new context. The industry stalwarts spoke about the way to do things which requires everything to be taken as a challenge in life and professional career.

Followed by this, the winners for the various events were announced. The Vrondi – Mock Press event was won by Ms. Niharika Drolia and Ms. Ramayani Chakravarty. We the people – debate competition was won by Ms Naomi Raphael (for the motion), Mr. Bibin George Varghese (against the motion) and Ms. Naomi Raphael and Mr. Abhishek Rajan (best team).

Ms. Devika Shenoy, Convenor, HR Forum extended the vote of thanks before concluding DISHA 2014.



# SCOPE - The Annual Operations Conclave

The second edition of TAPMI's Operations Conclave 'S.C.O.P.E – Supply Chain and Operations Exposition' kicked off in style on 11th October 2014 with the presence of eminent personalities from the domain of Operations from various industries. This edition of the conclave was a two day event which saw a participation of 10 dignitaries from 9 different sectors. The stalwarts from the field of Operations were at TAPMI to share their experience and knowledge with the students. The event saw an overlap of academic knowledge and industry experience. The theme of this edition was 'Sustainable Supply chain solutions'.

The conclave was inaugurated by the Chief Guest Mr. Pramod Sant, VP - Supply Chain Management, Siemens Ltd. and Dr. R.C. Natarajan, Director, TAPMI. After this, Prof. Debmallya Chatterjee, Area Chair, Operations, declared the conclave open. He spoke about the importance of the theme and the relevance of Sustainable Supply Chains in the current context. Mr. Pramod Sant in his address further elucidated the need for Sustainability in the global context. The theme resonated through all discussions here onwards and left its mark. The inaugural saw the launch of the e-Newletter named as "OpSession". As an extension to the theme of environment aspect to sustainability- the newsletter was launched over a virtual unveiling by a click by Mr. Pramod Sant.

This was followed by the first panel discussion- Socius, on the topic 'Challenges in implementing sustainable supply chain management in developed and developing countries', which saw diverse perspectives from 6 speakers who represented different sectors of the Operations field. The moderator for this panel discussion was Mr. Ram Une, Managing Director, Can-Pack India Pvt. Ltd. The takeaways from the panel discussion were divergent and every industry had a story of its own to tell. Uncovering truths about the pizza packaging, waste handling in ships, environment obsession and absolute delineation were some extremes discussed. The discussion saw a rich set of power packed examples!

The second event was the Guest lecture series- Wordsworth, held by the guests on the central theme of the conclave. The interacting guests in the chronological order included Mr. Nitin Saini, Director Procurement, Yum! Brands, Mr. Nagaraj Shetty, VP – Supply Chain Management, TVS Logistics Services Ltd, Capt. Narasimhan Ranganathan, General Manager – Operations, India Cements Ltd, Mr. Deepak Thakur, Head – Bus Project, JBM Auto Ltd, Mr. Rakesh Bhatia, CEO, Generage India, Mr. Umesh Roy, Sr. Manager – HR, Arshiya International Ltd, Mr. S. Gopal, Ret. Managing Director, Chemplast Sanmar Ltd. These guest lecture series imparted a great amount of knowledge to the students and they got a glimpse about the various roles and sectors that prevail in the Operations field currently. The discussion comprised of a plethora of topics, including 'Reverse Logistics', 'Strategic sourcing and its assistance in sustainable food supply chain' etc. It was a great learning experience for the students as we got to hear different perspectives from the eminent speakers.

TAPMI for the first time unveiled a case challenge called ANIMUS to judge the analytic prowess of the students of TAPMI in the field of Operations. It provided an amazing platform for the students to interact with industry experts and showcase their talent in front of them. The students were asked to come up with innovative and feasible solutions to the case within 48 hours of grueling deadline. The case challenge received extensive participation from the students with 42 Teams participating across PGP1 and PGP2. After the initial evaluation by faculty 4 teams made it to the second round and finally one team Prometheans (Ms. Swarashree Ravishankar & Mr. Sathiesh Asaithambi) made it through and were declared the winner of ANIMUS. The judges were thoroughly impressed by the students and expressed a great deal of satisfaction at the ability of students to apply operational concepts to



solve challenging organizational problems. The students were also thrilled at the opportunity provided to them to participate in the unique case challenge event.

The second day of the event started off with the panel discussion-Socius on the topic 'Advances in technology leading to a miss in human element' which was moderated by Dr. Ajith Kumar, Professor-Operations Area at TAPMI. This panel discussion saw the guests Mr. Deepak Thakur, Mr. Rakesh Bhatia and Mr. Umesh Roy share the dais to provide a holistic view on the topic from their respective sectors. While the panelists debated on the pros and cons of technology pertaining to the human aspect; each appreciated that one would be a miss without the other.



The conclave came to an end with the valedictory session being presided over by Prof. Raghunath Rudran, Dean-Administration, Prof. Debmallya Chatterjee, Area Chair, Operations and Mr. Siddesh Mahadevan, Convenor-Operations Forum. Mr. Siddesh presented a vote of thanks. S.C.O.P.E provided a huge value addition to the students of TAPMI who got an insight into the supply chain management and the role of sustainable solutions in it.

#### Operations Forum Newsletter:

"OpSession" is the official newsletter of Operations forum at TAPMI". Its purpose is to serve as a platform for knowledge sharing amongst the Students, Faculty & the corporate. The same is expected to foster newer ideas and prepare students to be the next change makers of the industry they choose for themselves. This is the first issue of OpSession, was conceived by the TAPMI Operations Forum under guidance from the esteemed faculty at in the area. The first issue of OpSession was launched by Mr. Pramod Sant, VP – Supply Chain Management at Siemens Ltd during the second edition of TAPMI'S Annual Operations Conclave SCOPE'14 – Supply Chain and Operations Exposition. The Chief guest appreciated the concept and called it relevant to the theme- "Sustainable Supply Chain Solutions"



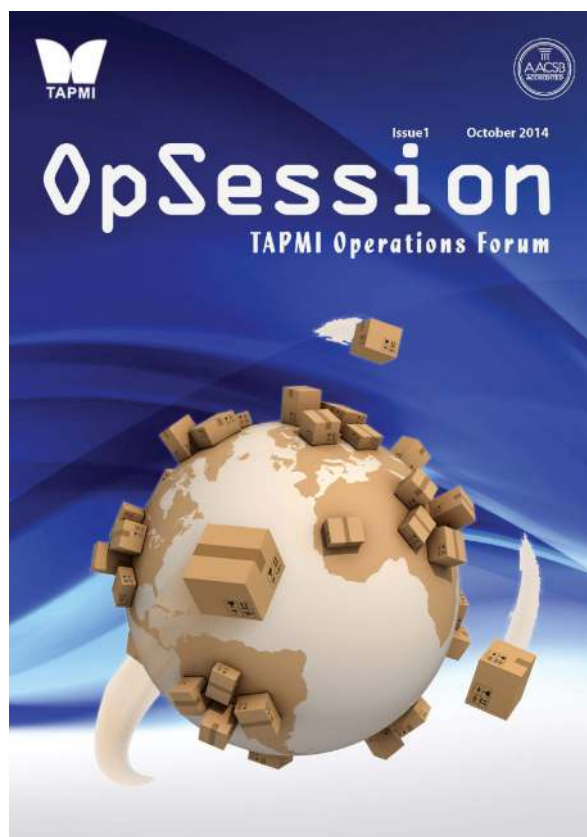
This edition of newsletter brings to you an interesting collection of topics:

- **The Cover Story: Of Theory and Practice** by Prof Piyush Shah

Theory and Practice always co-exist. The author has tried to demolish the myth of existing gap in the domain of operations and supply chain management.

- **The Articles Section includes:**

1. Radio Frequency Identification (RFID) in supply chain management: Is it a Strategic Advantage?
2. Dabbawalas – The power of simplified supply chains
3. Indian Cold supply chain Industry



*Cover page of the Newsletter*



## DEFI'14

Defi is a 3 day entrepreneurial event organized by OMEGA, the student consulting wing of TAPMI. The unique event is held with an objective to ignite the spirit of entrepreneurship in the institute.

Defi-14 was conducted on October 24th, 25th and 26th, 2014. It is the platform where the students of TAPMI get the opportunity to build and execute business plans over three days. This entrepreneurial game completed 7 successful years. Ten teams of young entrepreneurs closed business for the season at 1 a.m. on 26th October. Wayne Enterprises, better known as 'Penumbra', emerged undisputed winners for Defi' 14 with Team Picasso as runners up.

Defi 2014 showcased a kaleidoscope of business ideas- some brilliant in their simplicity and others inspiring in their audacious creativity. 'Penumbra, Defi'14 winners, tapped into the most obvious need at TAPMI and possibly the rest of Manipal- umbrellas that explicitly state who they belong to! As a part of their prize they were able to showcase their products at BrandScan 2014 and witnessed similar success. 'LTTE- License to Thrill and Entertain' became the first ever set of TAPMIans to put a price on their talent by creating a talent and entertainment company that performed stand- up acts on campus.

'Tapmikart' provided the much needed delivery service to TAPMI students and won hearts over instantly, leading to higher than anticipated sales. They improved their operations over the three days to match the large number of orders from their peers and a much impressed crowd at TAPMI elected Tapmikart 'Most Popular Business ' at Defi' 14. While Tapmikart delivered food, medicines and groceries to the hostels, 'Spots' brought to campus a party lounge, complete with Goan food and blaring music.

BizzVibes, a photo-booth bagged the prize for 'Best Promotions' with their excellent use of social media and offline posters to bring in the crowd. 'Above and Beyond' livened up the well area with live games and competitions. Their highlight event, the Night Marathon, inaugurated by Prof. Madhu Veeraraghavan, garnered positive response from students and faculty alike.



*Professor Debmallya Chatterjee tries his hand at slow cycling at the 'Above and Beyond' stall*

'Picasso' (Runners Up) got creative juices flowing at TAPMI with workshops and a kiosk selling their hand made creations. 'Zero Gravity Creations' provided customized stickers for electronic gadgets and posters while 'Poker Mania' continued to be a huge crowd puller this year too.

This year, OMEGA ensured that all teams ensured sensitivity towards the natural environment by keeping the same as one of the judging criteria. The participating teams went a step ahead, by not just cutting down on the paper used but by also planting saplings.

The success of Defi must be measured in terms of the entrepreneurs it creates. In the previous edition, one team has improved their model and is a start-up now. The ventures of Defi-14 are already a step ahead as one of the teams has already started operating beyond Defi. There are a few more teams who are interested to invest time in these ventures and strive to make it a successful start-up.

## MANTHAN 2015 & ARTHASANKALP



“MANTHAN” is a budget analysis and panel discussion organized by the finance forum of TAPMI. Critical insights about the Union budget 2015 was given by industry stalwarts Mr.DhavalVakharia, Mr. Kishor Bagri and Mr. TusharLowalekar, who have a wealth of experience in the finance industry. Panel discussion was moderated by Finance Forum and the following were harped upon

- GST reform as a groundbreaking tax reform aimed at reducing the ambiguity in the current tax structure
- Increased co-operative federalism between the Centre and the State
- “Make in India” and “Swachh Bharath Abhiyan” are revolutionary initiatives. Policies should be formulated to argument the initiatives
- Specialized /Value added goods will play a bigger role in boosting the exports than currency rates.
- Budget should address economic and social welfare

The guests also judged the final round of student activity event, Arthasankalp (Budget Analysis). Arthasankalp saw a huge response from the students, 135 students in 26 team's registered for the first round in which the teams were asked to give a 2 page write-up. The best 6 teams out of these were then asked to present their analysis on Union budget 2015-16 which was judged by Finance faculties Prof. Rajiv Shah and Prof. Sudeep Kumar. The top 2 teams out of these were then asked to present their analysis in front of the guests on 7th March, 2015 from 4:00 PM to 5:00 PM in Room G2, T.M.A Pai, TAPMI. Team 'FinFury' was declared winners of ArthaSankalp and awarded cash prize of INR 5,000/- whereas the runners-up Team 'Panchatantra' were awarded a cash prize of INR 2,500/





# MANTHAN 2014 – BUDGET DISCUSSION



'Manthan 2014' is a budget analysis session of the Union Budget 2014-15, organized by the Finance Forum at TAPMI on July 12, 2014. The panel discussion was participated by finance professionals from industry, academia, faculty and students to discuss and analyze the implications, challenges and the opportunities on account of the Union Budget of 2014-15.

The panelists for Manthan 2014 included eminent personalities from the world of finance and academia. They were Dr. G V Joshi (ex Member of Karnataka State Planning Board), Y. Ganesh C. A. (Senior Chartered Accountant) and Prof. Avinash Paranjape, an Economist and Management Consultant.

The panel discussion commenced with Dr. G V Joshi speaking about the implication on growth and development. He started by comparing the current Budget with the earlier ones. He was of the opinion that the current Union Budget had sufficient measures to expedite the growth rate. However, he felt that it was too optimistic as the need of the hour was to generate growth impulses, for which realism was the best approach. He highlighted with supporting facts that at present, generating growth impulses in Agriculture and service sector was not possible. "Green shoots are present, provided we seize the available opportunities" said Dr. Joshi. He threw light on many initiatives that were mentioned in the current budget to supplement the growth of manufacturing sector. He also cautioned the gathering that everything was not perfect in the current Budget and that there was an element of populism in it. He concluded his talk with the opinion that populist measures were not good for the growth of the nation.

Prof. Avinash Paranjape gave a macroeconomic perspective of the Union Budget. Prof. Paranjape thought that the budget was fantastic at first look with lots of money allocated to building infrastructure, SEZs, etc. But then, he wondered how the government is going to mobilise sufficient amount of money to make its proposals a reality. He highlighted that the current macroeconomic situation had twin deficits: Current account and the fiscal deficit. Worse, the economy had a continuing primary deficit and also the international confidence was low. So, he was unable to gauge where the finances were going to come from. Government also has a fiscal deficit target limit of 4.1%. Under these situations, there will be accelerated borrowing from the government. Hence, he believes that the government expectations are far from reality.

The third and final speaker in the panel was C. A. Mr. Y. Ganesh. He elaborated on the tax perspective of the union budget 2014-15. He explained in detail the various changes made in the tax structure and its implications. Mr. Ganesh opined that the budget gave importance to manufacturing sector. He also explained the new concepts that found its way in the current budget like real estate investment trust and "alternate minimum tax".

'Manthan 2014' ended with a discussion on questions from the audience. The panel discussion enriched the audience by giving them various dimensions of the Budget 2014-15.

# Student Managed Investment Course (SMIC)



The much awaited SMIC (Student Managed Investment Course) finale was flagged off at Hotel Valley View, Manipal on 8th March. The event was inaugurated by Director Dr. R.C Natarajan and Prof. Madhu Veeraraghavan. TAPMI, the only institute in India to give students a combined fund of about INR 10 lakhs to invest in the Equity markets provided each student enrolled in the course INR 25,000. Students made decisions to invest in BSE/NSE listed companies with a minimum Market Capitalization of 300 crores and manage the portfolio.

The course consisted of 35 students, divided into seven teams of five members each. Each team had a collective corpus of INR 125,000. Teams were responsible for investing this money in a pre-approved list of securities which were to be liquidated by March 6th, 2015.

The objective of this course is to provide students a hands-on experience in securities research and portfolio management. On this day, the students showcased their sound knowledge of finance domain and highlighted their sagacious flair in dealing with live stocks and turbulent markets. They were judged by eminent industrial experts from top notch institutes (as listed below) across the country.

Guest Name	Company
Mr. Dhaval Vakharia	Aventus PE Funds Pvt. Ltd.
Mr. M. B. Vishwanathan	Citi Research
Mr. Anil Ghelani	DSP Black Rock Pension Fund Managers
Mr. Anjan Ghosh	ICRA
Mr. Tushar Lowalekar	Ex RBL Bank Ltd
Mr. Kishor Bagri	ING Investment Management
Mr. Sandesh Kirkire	Angel Investor





# CSR Initiatives

## CORE ACTIVITIES

### 1. Knowledge Sharing:

The Social Endeavour Group (SEG) has always believed that knowledge and learning are of prime importance to the growth of the children in our country. When we see ourselves as blessed individuals with great facility to learn and grow, it becomes our duty to contribute towards our community by passing our knowledge to the bright young children.

This encouraged the Social Endeavour Group to come up with the plan of holistic academic contribution to the students of local government schools located near TAPMI. This gave birth to the idea of knowledge sharing. This activity entailed creation of a plan for 2 years where the students' performance is tracked and the teaching is done from the sole purpose of complementing their school curriculum and enhancing their capabilities to compete with the students across the country. SEG had started this activity last year with teaching of the subjects – English, Maths and Computer. This year, the subjects are being continued and we are tracking the children's performance through various games and interactive exercises so as to provide us with key information in developing a long term plan.

SEG unveiled its first episode of Knowledge Sharing Classes for this year with one of the most sought after subjects, Computers. Having identified the key importance for building proficiency in Computers, SEG team kick started its Computer Classes on 27th August for the students of Rajiv Nagar School, Manipal.



### 2. Market Research

The SEG team is handling two research projects at present. The first one is a “Social Research Project on Health and Hygiene”. The objective of this project is to develop educational and awareness campaigns for health promotion and disease prevention for the target population by identifying the most important chronic, infectious, and degenerative diseases in the target area. The second project is on “Youth Development”. The objective is to map job opportunities to people and develop a suitable model which can be used as a basis for career development. The team has been conducting secondary research and primary research for the above two projects by visiting doctors, employment exchange offices, ITI and many different institutes.

### 3. 360 degree mentorship:

The mentorship program started this year by taking the volunteers to the school and arranging interactions with the children. The children were then asked to choose their choice of mentor. The mentors then were able to take responsibility of the children by being a mentor and guide.

The primary objective of this activity is to provide continuous assistance and cater to the need of underprivileged students and address all their academic, personal and financial problems with the help of student volunteers. In this program, the members from the core volunteer team will be assigned to students on a 2:1 ratio. Volunteers visit the students in their school after school hours, to keep a track on their progress academically and otherwise.



### Scenario:

For the last 3 years, SEG has been doing social activities for the students of Rajeev Nagar School. It has conducted computer classes for the students inside the TAPMI campus. It has regularly conducted career counselling and English classes for the students of Rajeev Nagar School.

The students of Rajeev Nagar School belong to the lower income strata of society. The students know little about the options available for their higher education. There is a regular trend of students dropping out after completing their 10th standard. Reasons for dropping out vary from lack of interest in higher studies, inadequate exposure to unavailability of funds.

The role of the volunteer/mentor is to address these problems and any other factors hindering the students from pursuing their education and preferred career.

### Roles:

The volunteers will act as mentors as they will help the students plan for their future with career in mind. The

volunteers will clear all the ambiguity that the students face in terms of choosing career path. The volunteers will constantly motivate the students to achieve their predefined goals. As a well-wisher the volunteers will take care of all the dimensions of a student's life. In a nutshell the volunteers will cater to the need of students and address all their academic, personal and financial problems. SEG was able to connect volunteers to 12 children and the volunteers are in constant connect with the children.



## CELEBRATIONS



### RakshaBandhan

Don't wait for the perfect moment, take the moment and make it perfect", SEG at TAPMI believes in this philosophy in its true spirit. With exams and events livening up the TAPMIANS, SEG in its own little way created some heart-warming moments this Raksha Bandhan. On August 10<sup>th</sup> the SEG team with a dynamic team of 35 volunteers made its way to Balniketan to celebrate Raksha Bandhan. The excitement was contagious the night before, with the SEG team planning for the special day and the volunteers running errands to get candies and what not for the children at Balniketan. Children at Balniketan too were looking forward for this day. In fact, they were delighted with the idea of celebrating Raksha Bandhan and in turn had started preparing for some performances.

The SEG team surprised the little ones with a cake followed by some snacks and refreshments. The joy of sharing was immense and it could be felt that both the children and volunteers were having a great time together. Then we had a set of lovely performances by the children. The SEG team made the day even more memorable by ending it with planting some saplings. It was really moving to see that the children loved each moment of it but it was time to go. SEG and the volunteers bade their goodbyes to the children with a promise to come back again next year with lot more surprises and joys in store.

### 2. Independence Day celebration

On the 68th Independence Day, the student from class 9 and 10th of various government schools visited the TAPMI campus. There was a prize distribution event for the winners of essay writing competition which SEG had organized.







### 3. Joyfest 2014

Joyfest 2014 was held at TAPMI from the 9th to the 12th of October 2014 as a part of our celebrations of the Joy of Giving Week. Joyfest is a festival which symbolises the essence of sharing a smile, a laugh and a few precious moments with the bright young underprivileged children. It is a “Festival of giving” where we want to empower and encourage them and bring out the spark in the bright young kids.

As MBA students, we need to be aware and sensitive to the real life problems faced by the under privileged children in the society. After all, as future managers, we must be sensitive to their problem and contribute towards giving them as much support and encouragement to go forward. Thus, the Social endeavour group at TAPMI believes that the best way is to share some happy moments with them and understand the avenues where we can contribute them in our future interactions.

The Joy fest 2014 started with the “Joy of giving week” when the SEG invited children from different schools and orphanages to interact with us and engage in dance, drama, art and song. Few of our enthusiastic girl volunteers, with special permission from the magistrate office, also went to an all-girls orphanage to teach them their choice of discipline.

The children took part in singing, dancing, dramatics or arts based on their interest. For 3 days, the campus was livid with frolicking children and excited students of TAPMI. With excited chatter, song and art all around the volunteers lived a life in the day of a child. In those span of 3 days, we taught a few moves and learnt a few ourselves. After an eventful and fun 3 days, came the day when more than 150 kids dressed up in

colourfulattires and gave a breath-taking performance on the “Celebration Day” for Joy fest, which was held on 12th December.

The occasion of “Celebration Day” was graced by the presence of Dr. Anjali Rao from KMC, a prominent social activist, Mr. Annamalai Kuppusamy, Assistant Superintendent of Police, Karkala and Mr. Vilas Nayak, owner of Hanuman Motors and a TAPMI alumnus. With the enthusiastic children, the group was extremely thrilled to be with the residents of Spandana, which is a home for the specially able, as special audiences. The members from Spandana also enthralled the students and the guests with an extremely funny mimicry, a song and a dance.

The esteemed guests were very supportive and vocal about the essence of the festival and emphasized that this event could be a great dashboard to connect with the children. This was visible when Dr. Anjali Rao communicated the importance of personal hygiene to the children during the course of the event. The event concluded with a gift giving ceremony for all the children, post which the children were taken for snacks and a treat at our student centre.

With more than memories to take from this event, the below quote summarises the feeling and enthusiasm of TAPMI students and the bright children alike:

“There are always moments in childhood when the door opens and lets the future in.”(Graham Green)

Thus TAPMI intends to be the part of the children's future (Our Future) in the coming years and grow as a school which believes in its core values of inclusive development and societal contribution.





# Festivities at TAPMI





# WAVES 2015





# Speed 2015





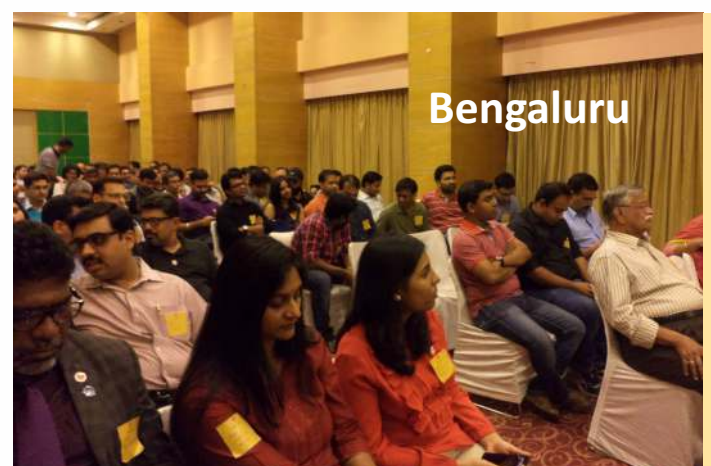
# Alumni Relations

## Home-comings





## City meets





## Visitor's Words

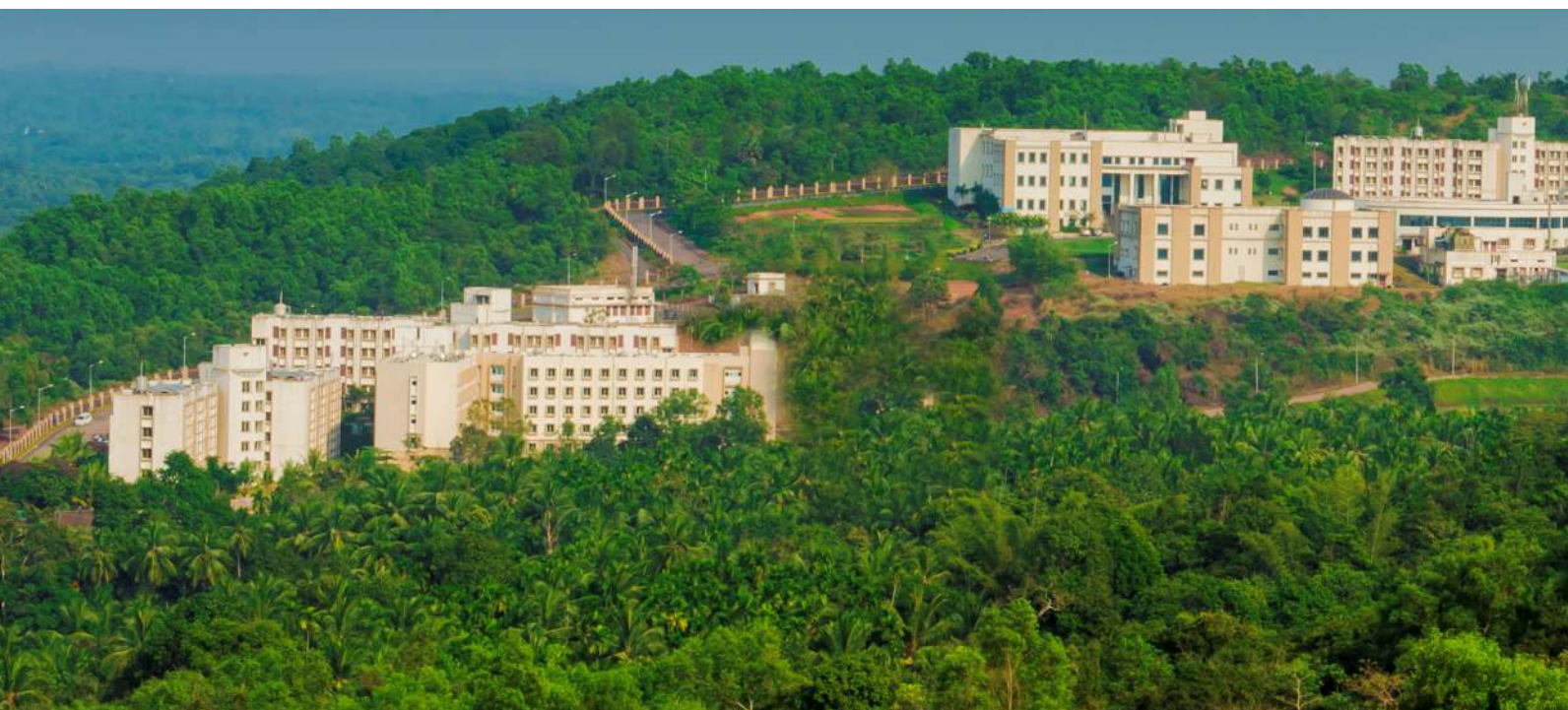
11-10-2014	<b>Mr. Roshan Mahanama</b> Cricketer Srilanka Member 1996 World Cup Winning Team	<i>I am impressed with the setup at TAPMI. I would like to thank Dr. Natarajan for inviting me to spend some time with the staff and Students. I wish all at TAPMI continued success!</i>
24-10-2014	<b>Mr. Amit Agnihotri</b> Chairman- MBA Universe.com	<i>A great place to Learn!</i>
19-07-2014	<b>Shri Joginder Singh</b> IPS (Retd.) Former Director, CBI, India	<i>Excellent visit. Inquisitive faculty. Keep up the good work you are doing.</i>
03-11-2014	<b>Prof. Raghuveer Singh</b> Director, TSB Manipal University, Jaipur	<i>Very rich &amp; well organised learning resource centre. Everything a student/faculty needs is available for self-enrichment. Compliments leader &amp; people behind the whole centre.</i>
02-04-2014	<b>Dr A P J Abdul Kalam</b> Former President of India	<i>Well done</i>
13-03-2014	<b>Prof. Shantha Sinha</b> Former Chairperson National Commission for Protection of Child Rights (NCPCR), New Delhi	<i>Wonderful campus and excellent institution. Keep up the good work and prepare the young with a spirit of commitment. I wish you all the best.</i>
08-03-2014	<b>Shri Vinod Rai, IAS., (Retd.),</b> Former Comptroller & Auditor General of India	<i>It is such a privilege to visit TAPMI, which has established itself as a centre of excellence globally. Your campus is immaculate. Your faculty appears so committed. The Institution has emerged among the best in the country. Please keep up the good work.</i>
03-03-2014	<b>Shri. Rajshankar Ray</b> Chief Executive Officer, Home Appliances Division IFB Industries Ltd.	<i>Came here to read through copies of the Brandscan reports, Very interesting. The Library itself is well laid out and the lighting through the centre during the day is lovely. A very good campus and my best wishes to the institute in the years ahead.</i>

# Infrastructure facilities at TAPMI

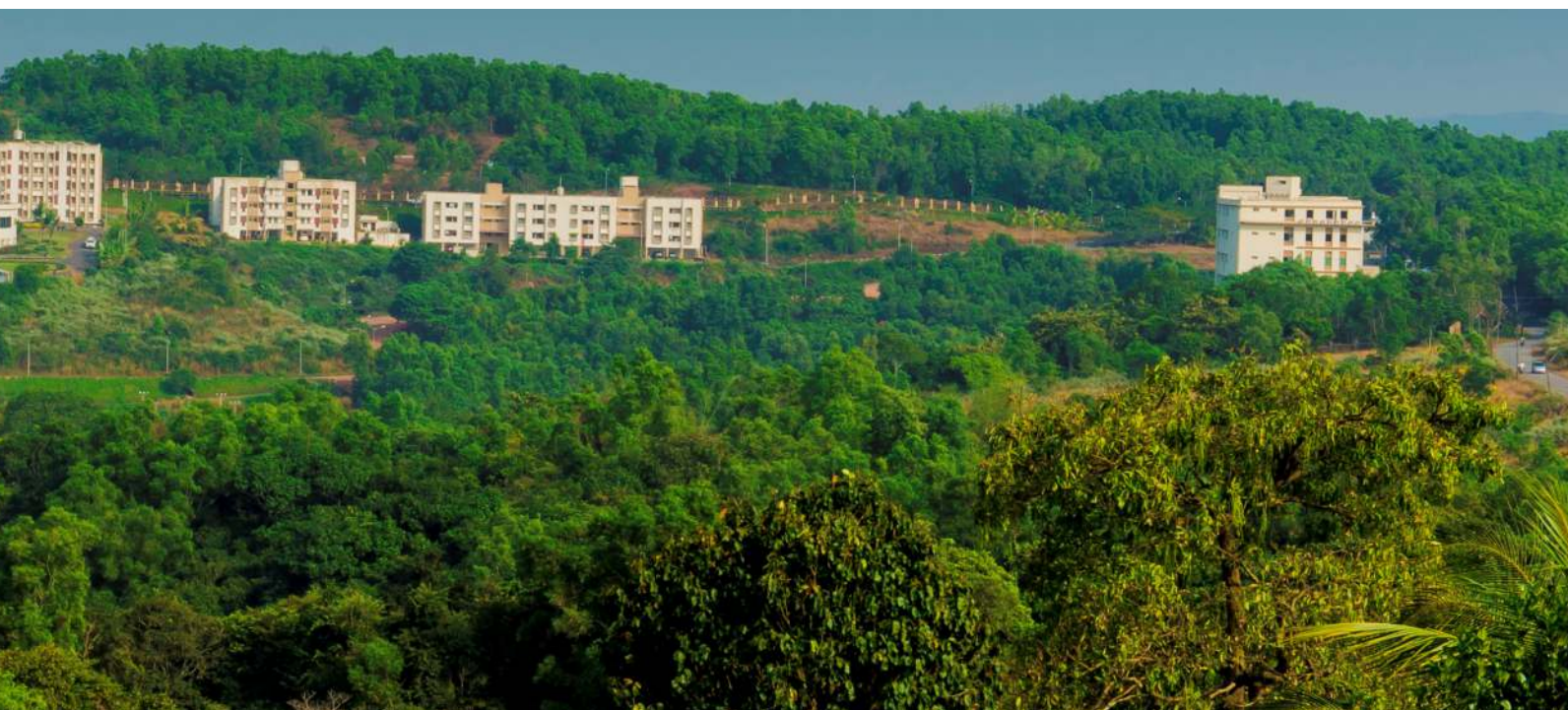
The infrastructural facilities available at TAPMI compare favorably with the best in the country and the learning environment is congenial enough to bring out the best in a student. The ambience ensures sufficient comfort and confidence among students, enabling them to maximize their potential.

The facilities available in the campus are:

- Modern gallery type class rooms equipped with audio visual amenities.
- State of the art Finance Lab connected to Bloomberg terminals
- Wi-Fi campus
- Seminar/ Conference halls with video conferencing facilities.
- Fully air-conditioned state-of-art library that includes books, periodicals, project reports, working papers and annual reports of major limited companies and electronic databases both on-line and off-line.
- ICT infrastructure comprising high end hardware, software and communication systems and 24/7 internet connectivity networked via high-end blade servers and managed switches.
- Internet Service Providers with a total bandwidth of 16 MBPS (1:1)
- Canteen/ Mess
- Separate hostels for men/women with 24-hours power supply, hot water facility, lifts, washing machines
- Telephones with unlimited internal calling
- Integrated laundry services
- Medicare
- Gym
- Indoor / Outdoor Games
- Convenience Store
- 24 hours Security on Campus with CCTV
- Housekeeping & facilities Management Services
- Bank / ATM facility inside campus









## ಟ್ಯಾಪ್ಮಿ ಬ್ರ್ಯಾಂಡ್ ಸ್ಕಾನ್ ಮೇಳ

**ಕುಂದಾಪುರ:** 23 ವರ್ಷಗಳಿಂದ ಟಿ.ಎ.ಸಿ. ಮ್ಯಾನೇಜ್‌ಮೆಂಟ್ ಸಂಸ್ಥೆ ವಿದ್ಯಾರ್ಥಿಗಳಿಗೆ ಸತತವಾಗಿರುವ ಟ್ಯಾಪ್ಮಿ ಬ್ರ್ಯಾಂಡ್ ಸ್ಕಾನ್ ಮೇಳ 21ನೇಯ ಬಾರಿ ಕುಂದಾಪುರ ಕಾಲೇಜಿನಲ್ಲಿ ನಡೆಯಲಿದೆ ಎಂದು ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಕ ಅಶ್ವಿನಿ ಕೊಡವರು ಹೇಳಿದರು.

ಪ್ರತಿವರ್ಷವೂ ವಿದ್ಯಾರ್ಥಿಗಳು ಮಾರಾಟಕ್ಕೆ ಉತ್ಪನ್ನಗಳ ಕುರಿತು ಮೂಲಕವಾಗಿರುವ ಮಟ್ಟದ ಅಧ್ಯಯನದ ಲಕ್ಷ್ಯದೊಂದಿಗೆ ಆಯಾ ವರ್ಷದ ಸತತವಾಗಿರುವ ಟ್ಯಾಪ್ಮಿ ಬ್ರ್ಯಾಂಡ್ ಸ್ಕಾನ್ ಮೇಳ 21ನೇಯ ಬಾರಿ ಕುಂದಾಪುರ ಕಾಲೇಜಿನಲ್ಲಿ ನಡೆಯಲಿದೆ ಎಂದು ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಕ ಅಶ್ವಿನಿ ಕೊಡವರು ಹೇಳಿದರು.

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## ಕಾಂತ ಕುಮಾರ್‌ಗೆ ಕೆ.ಕೆ.ಪೈ ಪ್ರಶಸ್ತಿ ಪ್ರದಾನ

**ಪ್ರಕಾಶ್‌ವರ್ ವಾಕರ್**

ಕುಂದಾಪುರ: ಕೆ.ಕೆ.ಪೈ ಪ್ರಶಸ್ತಿ ಪ್ರದಾನ ಕಾರ್ಯಕ್ರಮವು ಕುಂದಾಪುರ ಕಾಲೇಜಿನಲ್ಲಿ ನಡೆಯಲಿದೆ ಎಂದು ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಕ ಅಶ್ವಿನಿ ಕೊಡವರು ಹೇಳಿದರು.

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## ಟ್ಯಾಪ್ಮಿ ಬ್ರ್ಯಾಂಡ್ ಸ್ಕಾನ್ ಮೇಳ

**ಕುಂದಾಪುರ:** 23 ವರ್ಷಗಳಿಂದ ಟಿ.ಎ.ಸಿ. ಮ್ಯಾನೇಜ್‌ಮೆಂಟ್ ಸಂಸ್ಥೆ ವಿದ್ಯಾರ್ಥಿಗಳಿಗೆ ಸತತವಾಗಿರುವ ಟ್ಯಾಪ್ಮಿ ಬ್ರ್ಯಾಂಡ್ ಸ್ಕಾನ್ ಮೇಳ 21ನೇಯ ಬಾರಿ ಕುಂದಾಪುರ ಕಾಲೇಜಿನಲ್ಲಿ ನಡೆಯಲಿದೆ ಎಂದು ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಕ ಅಶ್ವಿನಿ ಕೊಡವರು ಹೇಳಿದರು.

ಪ್ರತಿವರ್ಷವೂ ವಿದ್ಯಾರ್ಥಿಗಳು ಮಾರಾಟಕ್ಕೆ ಉತ್ಪನ್ನಗಳ ಕುರಿತು ಮೂಲಕವಾಗಿರುವ ಮಟ್ಟದ ಅಧ್ಯಯನದ ಲಕ್ಷ್ಯದೊಂದಿಗೆ ಆಯಾ ವರ್ಷದ ಸತತವಾಗಿರುವ ಟ್ಯಾಪ್ಮಿ ಬ್ರ್ಯಾಂಡ್ ಸ್ಕಾನ್ ಮೇಳ 21ನೇಯ ಬಾರಿ ಕುಂದಾಪುರ ಕಾಲೇಜಿನಲ್ಲಿ ನಡೆಯಲಿದೆ ಎಂದು ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಕ ಅಶ್ವಿನಿ ಕೊಡವರು ಹೇಳಿದರು.

## Brandscan by TAPMI students on Sunday

**Times News Network**

Brandscan, a unique annual market research fair conducted by students of TAPMI will be inaugurated at KMC Green Ground, Manipal on Sunday. This is the 21st edition of the fair, a platform to research live projects from companies by collecting comprehensive data that is further analyzed systematically and worked upon.

K. K. Prasad, convener of the event said that brandscan has a unique way of eliciting unbiased and natural responses through use of innovative methods. Brandscan is a professional organization under the guidance of student activities at TAPMI. It is instrumental in providing perfect blend of opportunities for the students to practice and understand the application of multi-tasking and the application of good management. The event is free.

## BrandScan fair in Manipal on Sunday

**Special Correspondent**

**MANIPAL:** The T.A. Pai Management Institute (TAPMI) will hold the 21st edition of its annual market research fair titled 'BrandScan' on November 1 and 2, respectively.

A release by the institute on Wednesday said the fair would involve displaying games to gain insights into consumer psychology.

With a view to the fair would be held at the Manipal Junior College (MJC) grounds.

The fair is a part of the institute's annual market research fair titled 'BrandScan' on November 1 and 2, respectively.

## ಸಂಪತ್ತಿನ ಹಂಚಿಕೆಗೆ 'ಜನ-ಧನ' ಪುರಕ: ಕಾಂತಕುಮಾರ್

**ಕಾಂತಕುಮಾರ್‌ಗೆ ಕೆ.ಕೆ.ಪೈ ರಾಷ್ಟ್ರೀಯ ಪ್ರಶಸ್ತಿ ಪ್ರದಾನ**

ಕುಂದಾಪುರ: ಕೆ.ಕೆ.ಪೈ ರಾಷ್ಟ್ರೀಯ ಪ್ರಶಸ್ತಿ ಪ್ರದಾನ ಕಾರ್ಯಕ್ರಮವು ಕುಂದಾಪುರ ಕಾಲೇಜಿನಲ್ಲಿ ನಡೆಯಲಿದೆ ಎಂದು ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಕ ಅಶ್ವಿನಿ ಕೊಡವರು ಹೇಳಿದರು.

2014-15ನೇಯ ಬಾರಿ ಕುಂದಾಪುರ ಕಾಲೇಜಿನಲ್ಲಿ ನಡೆಯಲಿದೆ ಎಂದು ಕಾರ್ಯಕ್ರಮ ಸಂಯೋಜಕ ಅಶ್ವಿನಿ ಕೊಡವರು ಹೇಳಿದರು.

## CELEBRATING EXCELLENCE IN HR

**FROM BACKGROUND CONTRIBUTOR TO STRATEGIC VALUE CREATOR - THE INDIA HR STORY**

**HRExcellence FORUM**

The Economic Times HR Excellence Summit 2014 brought forth several viewpoints about the changing dynamics in HR and the challenges ahead.

The summit was held at the Manipal Junior College (MJC) grounds.

## Amity Univ Students Wins TAPMI Quiz, Pocket ₹ 6 Lakh

**Express News Service**

Amity University students have won the TAPMI Quiz, a competition organized by TAPMI, and pocketed ₹ 6 Lakh.

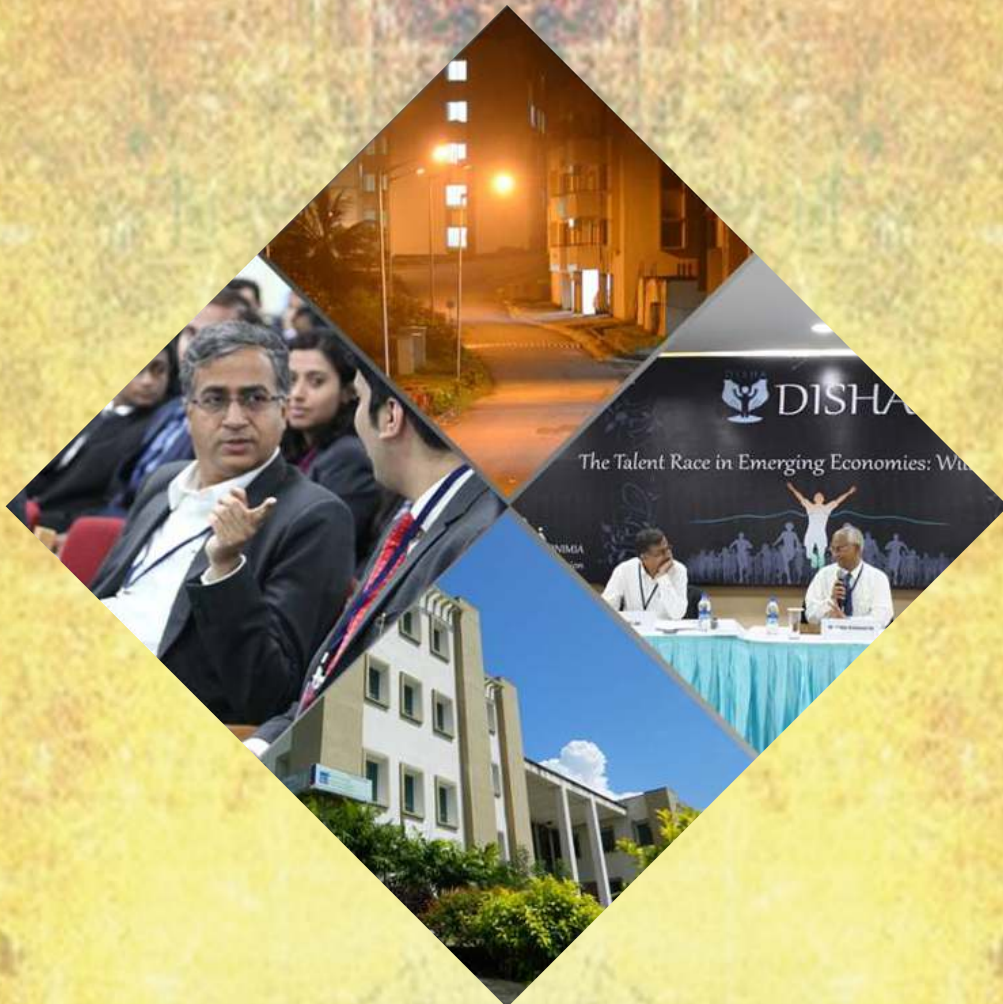
The quiz was held at KMC Green Ground, Manipal on Sunday.





# TAPMI





# **TAPMI**

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