

The Newsletter of IMI, New Delhi

Interface

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FROM THE EDITOR'S DESK



I am pleased to present to you the first issue of this journal for the year 2016. In this issue we explore the Human Resource dynamics and business strategies in line to the industry needs and company's overall strategy. The journal also talks about the unprecedented performance of students witnessed in final placements at.

IMI New Delhi. The other activities include the initiatives taken by students to successfully execute the first season of e-Merge, Tedx Live talks and Digicon. We will also review the year for Jagriti – the social cell and the impact they have been creating in the lives around us. The students initiatives taken up in the last couple of months have been phenomenal. The campus has witnessed multiple successful events; visited by stalwarts from the business, media & film, academics and political domains

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HR and Startups

The key to an effective start-up is not just the innovative idea that can create a market for a new product/service, but also people who provide a competitive advantage. Employee motivation in the age of startups can be a strategic advantage.

Organizations like Jabong follow the FISH Philosophy, where placards with motivational messages can be flashed by an employee to motivate the other during the course of the day. Modern startups like Uber, Airbnb, Flipkart Mettl etc. have changed the traditionally defined organizational structure. So, a question arises, how do these companies survive without HR framework? They have a very radical and open HR framework with a focus on humane side of employees. Mettl for example, avails its employees varied perks to create a sense of ownership in employees and is able to reduce attrition rates dramatically.

Transparency, open door policy, and greater level of idea exchange are in this context equally important as well-defined pay structures and job levels. In face of limited resources that exist like capital & labor many human resource activities can be outsourced. But ultimately the focus is on 'does the HR policy allow employees to function more productively and be happier?'

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The first ever TEDx event of IMI New Delhi

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Employee Engagement in the Changing Business Environment

The explosive character of the business today is more volatile and is not just dynamic as the challenges the organisations face today are not only from external environment but also internally, where workforce is very demanding. The shift from a long term relationship with employers to a short term model coupled with the need to satisfy the needs of four generations working together in the organization is a matter of great concern. Additionally, the potential resistances from older employees to the movement of younger ones to management roles sooner candidly manifest a phenomenon which is not stable. In the present context of technology, massive increase in restructuring in the form of acquisitions, carving out, reinforcing corporate values that are often at odds with cultural values, the business today is at greater risk.

Aligning with the demand of the consumers for assured ethical values and environmental credentials remains a top priority for companies. In this turbulent situation, coping with the stupendous task of keeping the workforce engaged, committed, involved and giving best results to shareholders is not easy. Evidences

suggest strong linkage between employee engagement and organizations' performance and at the same time infusing greater sense of ownership and commitment among employees.

An engaged employee is aware of the business context, and works with colleagues to improve performance for the benefit of the organization. Engagement is a positive attitude held by the employees towards the organization and its values. No doubt,



organizational support has significant role in influencing the level of engagement both in terms of job engagement and organisation engagement where job characteristics shapes job engagement and procedural equity influences organization engagement.

In the context of employment relations, particularly, organisations operate in a

highly regulated world, where labour laws limit the employers to lay people off in line with market fluctuations. Intense efforts require them to remain compliant with statutes and with the ethical ideals. Recent developments in the business stand testimony to the fact that being compliant is not enough; they have to rise to next level and establish policies and practices to support the process of empowering and engaging people. Urgency warrants top priority in imbuing the ability to be flexible and exploring new policies and interventions.

Internal alignment by way of having engaged employee in order to manage the unstable environment is the first step for meeting the external challenges by diverse segments followed by determining practices that reward and recognize behaviour they desire in people.

Extensive studies have been carried out in this field to determine the antecedents of employee engagement, yet, there remains the need to connect to the industry based on qualitative and policy specific studies.

Policies to increase the number of women in top positions in corporate ladder

It has been observed that women are emerging to be more successful and they possess greater deal of tacit power and influence when compared to men. But then why it is that there still a huge gap in the percentage of women and men when it comes to being a part of the boardrooms of organizations?

Women possess optimum mental

toughness and resilience due to which they have earned their status of being a flag bearer of the society. Throughout history, women who have revolted against the society and achieved the roles of being great leaders have left an indelible mark through contribution to education, politics, women empowerment and social welfare. Today, companies are realizing the

importance of gender diversity in boards and are striving to increase the representation of women in their organization at the top executive level. Despite their efforts, as per a 2011 survey done by the Economic Times, only 4.8% of the 335 Indian people who hold directorship positions are women.

What is the reason behind low women representation?

A report by McKinsey & Company "Women matters, 2010" stated that 57% of the women suffered from the "double barrel syndrome", the problem of handling work and domestic responsibilities efficiently. 42% revealed that they had an issue with being available at anytime and at any geographical location as per the companies' requirements.

How do we attract more women to the boardrooms?

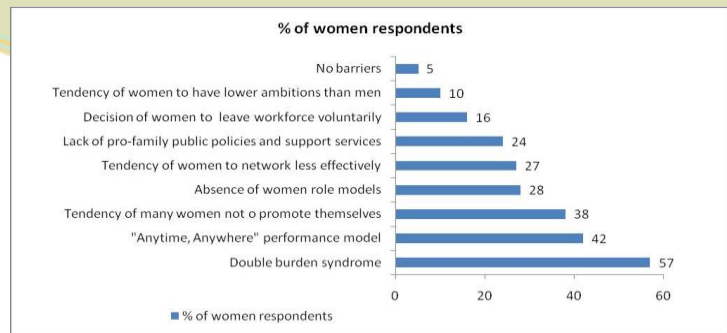
- Focused public sector attention: The government should have large representation of women in the cabinet, which in turn would encourage the private sector companies to follow suit. (Follow by example)
- Committed private sector leadership: There should be flexible working hours, flexible

locations for work as well as job-sharing opportunities to promote a women-friendly work culture.

- Corporate transparency: Every organization should have proper disclosures and reporting mechanisms with respect to gender diversity.

The corporate sector can choose from a variety of initiatives; conducting training programs to facilitate skill building in women, assigning mentors for providing guidance to the junior women

employees and setting assessment parameters in the performance evaluation of senior executives for maintaining gender-diversity at all levels. Coupled with a robust performance measurement system to mitigate the impact of flexible work location, maternity leaves etc. and individual leadership programs exclusively for potential women leaders organizations have to take innovative steps to motivate and encourage more and more women to have a bright corporate career.



Artificial Intelligence: Entering The World Of Hiring

In this highly competitive market, growth of Indian economy depends on its knowledge resources. Starting from the hiring stage till the time the knowledge resources are a part of an organization, it has to be ensured that these resources give positive returns on investment. But this has become a herculean task for large organizations because the data that needs to be gathered, stored and analyzed is becoming huge. Thus, a methodical transformation is required to address the concerns of entire knowledge spectrum. The need for interaction with the data for continuous monitoring and identification of individual competencies creates an opportunity for applying Artificial Intelligence. For the development of an expert system utilizing various methods of knowledge engineering to represent and infer knowledge.

The near future of hiring would be based on recent internet history, quality

of group discussion, health records and life satisfaction score compared to peers. There might be job suggestions by personal Artificial Intelligence advisor. Further it could supply an individual's current balance sheet of strengths and weaknesses along with a to-do list of things for the next 12 months to meet professional goals. The entire area of Artificial Intelligence is in the realm of fascinating possibilities.



Artificial Intelligence is now becoming more commonplace, so such of reality is not that farfetched, especially as recruiters already do much of such checks but, manually. However this is where HR should be heading – modeling how best people perform, how they get hired and why they get promotions rather than continuing to

hire people based on their skills, experience and personality.

An impartial, indefatigable and better informed Expert System will make superior decisions when pitted against unreliable, fallible human ones. The system can be used for knowledge retention within the firm and to disseminate the knowledge throughout it. The collective knowledge of a group of experienced experts can be tapped by the system through well specified problems and assessment by the group of experts. Moreover, this expensive and hard to find knowledge can be permanently captured and subsequently used to aid other decision makers. Given this generalizability, a transition from the preceding scenarios to various functionalities of HRM should not be difficult. The Artificial Intelligence serves as a decision aid, no more and no less. Ultimately decision responsibility remains with the decision maker.

FINAL PLACEMENTS 2016

International Management Institute, New Delhi has constantly been regarded in the league of top business schools in the country and the Final Placement season of 2016 is a perfect testimonial to it. The professional work of highly motivated students during their Summer Internship Program was reflected in the manifold increase in the number of PPOs received from companies. An impressive count of 96 companies participated in the Final Placements at IMI Delhi's campus to recruit from a batch of 243. Most sought after profiles were in sectors like Automobile, BFSI, Consulting, E-Commerce, FMCG, FMCD, IT and ITES, Manufacturing, Media, Pharmaceutical and Retail.

PGDM:

We witnessed a surge in the number of opportunities offered by organisations belonging to the BFSI sector with a total of 39% of the batch opted to pursue a career in this sector. With 22% of the batch opting for a career in IT/ITES sector; a surge was noticed in companies offering upgraded profiles in this sector.

Droom, Grofers, RetailOn, Snapdeal, Shopclues, Tolexo were among the major recruiters from the E-Commerce sector with 5% of the batch. The presence of some of the biggest brands in the FMCG sector is a testimony to the industry response this year. Exemplary profiles were offered by many companies 9% of the batch. We also saw a growing number of companies from the Manufacturing and Automobiles sector to recruit students and about 7% of the students opted to begin their career in this sector. IMI, New Delhi had the privilege of hosting various companies in the consulting business. The batch had 16% students opting for a career in this sector with major recruiters being AT Kearney, Bain, Deloitte, EY and others. We also witnessed an increase in the number of startups, and companies from the media sector for recruitments.

PGDM (HRM):

The students were offered roles in Corporate HR and HR Consulting along with other HR support functions. Being a specialised course, a wide diversity was witnessed in the

recruiters including Axis Bank, Bain Capability Centre, BMW, Capgemini, and many others. The improvement in profiles and compensation offered is symbolic of the improving brand image of our HR programme.

PGDM (BFS):

The first batch of PGDM-BFS specialization graduating this year. The prominent recruiters for the batch were Axis Bank, Capgemini, Citibank, HDFC Bank, HDFC Life, ICICI Bank, Infosys, SBI General and Verity Knowledge Solutions.

The placement season for the batch 2014 – 16 has been a memorable one as IMI Delhi witnessed an increase in the highest package offered from 19.25 LPA to 29 LPA and an increase in the average from 9.28 LPA to 14.3 LPA. A similar trend was observed for the PGDHRM and PGDM-BFS where the highest package offered increased to 18.6 LPA and 16.3 LPA at an average package of 13.2LPA and 13.4LPA respectively. The season was a testimonial to the consistent growth achieved by the IMI New Delhi; the sky is the limit.



International Relations

International Management Institute, New Delhi set up in the year 1981, in collaboration with International Management Institute, Geneva which is now IMD, Lausanne has incorporated global perspective in its academic curriculum. In its journey towards excellence, IMI, New Delhi has fostered partnerships with partnered over 25 international business schools and universities across different parts of the world like, ESC Rennes International School of Business, France, Albany State University, Georgia, USA, Frankfurt School of Finance and Management, Germany, George Mason University, USA, Grenoble Ecole de Management, France, IDRAC Business School, France, Korea University, Korea, Louvain School of Management, Belgium, Rotman School of Management, Canada and many more.

IMI, New Delhi hosts student exchange programmes for PGDM and EXPGDM students in every academic session. Selected students of the institute are sent to various business schools abroad to pursue one or two trimesters of the curriculum there. At the same time, students from the respective universities come to IMI, New Delhi to complete their courses. It is an enriching experience for the students as they get to interact with a number of international students, learn about various cultures and study in a different academic atmosphere.

Recently, IMI, New Delhi has entered into collaborations with three prestigious and internationally well recognized Business schools for International Student Exchange, including Kedge Business School, France, FIA Business School, Sao Paulo and Nyenrode Business University, Amsterdam, Netherlands. Exchange program gives the students an opportunity to inculcate a global perspective, cultural sensitivity and help them in gaining a rich academic exposure.

IMI New Delhi has also hosted about 190 students from more than 70 nations across the globe for ITEC programs in the year 2015-16. Besides, a 5 day session on November 18-22, 2015 was conducted by Dr. Markus W. Exler, enabling students to gain from his superior knowledge and global perspective on Advanced Financial Statement Analysis. Also, On January 27th 2016 Dr. Ora Setter, a senior consultant to many leading companies in Israel, focusing on Organizational Development flew down to the campus for a session on the topic "From Invention to Innovation". With this, IMI continues to expand its international base to provide its students with the panoramic view of the business arena.

EXCHANGE STUDENTS FROM ABROAD

Name	College
Mr Cedric Tuchais	ESC Rennes
Mr Clement Roux	ESC Rennes
Ms Priscille Desdouits	ESC Rennes
Mr Franz Danyach Deschamps	ESC Rennes
Mr Julien Catelain	Grenoble Ecole de Management

EXCHANGE STUDENTS GOING ABROAD

Name	College
Mr Himanshu Sharma	ESC Rennes
Ms Nandini Baluja	ESC Rennes
Ms Surabhi Mukhi	ESC Rennes
Mr Nitesh Sisodia	ESC Rennes
Mr Rajat Mehra	Grenoble Ecole de Management

MERGE 2015

The morning of 12th December kick-started the first ever entrepreneurship convention “e-Merge” 2015. The star studded line of speakers included Abhinay Choudhari, Navneet Singh, Raghav Verma, K. Vaitheeswaran, Kunal Shah, to name of a few. The event consisted of 2 panel discussions and 3 entrepreneurial talks on issues pertaining to the inception, sustainability and future of e-retailing. Padma Shri Dr Bakul Dholakia, Director General, IMI New Delhi addressed the spirit of the event and welcomed the dignitaries to the dais. MD and CEO of Atom Technologies, Dewang Narella spoke about his booming venture on this special occasion. Next came Kunal Shah, Co-founder, Freecharge, he was given a true rockstar welcome with the crowd. “Stop looking for success mantras, there are none!” he emphasised and etched his talk in everyone’s conscious. Discussing the

importance of finding the right co-founders and getting the DNA of the company right, Mr Lalit Mangal, Co-Founder, CommonFloor gave valuable insights on starting up a business from scratch to the budding entrepreneurs present at the scene. The discussion revolved around the significant metrics of evaluation of e-commerce establishment. Although they agreed on the fact that e-commerce industry might turn out to be a bubble but they were expedient on the fact that it won’t burst but shrink and the firms that differentiate themselves would survive. The event was student driven and saw success because of the relentless efforts taken by Kunal Khurana and Ayush Kumar Agarwal. With this, the first chapter of e-Merge came to an end with a promise and a benchmark for a better and bigger convention next year.



DIGITAL 1.0



The first ever international conference at International Management Institute, New Delhi was held from January 29th to 31st themed “Innovative Brand Building through Digital Marketing”. The conference was inaugurated by the Director General, Padma Shri Dr. Bakul Dholakia; hosted by Prof D.K Batra and Prof Pinaki Das Gupta the conference was attended by several distinguished faculty members along with various research scholars. The presentations by scholars involved topics like innovation, influence of social media on the current generation, green purchase behavior and so on. Following which was a workshop on Qualitative research methods and techniques and a session on qualitative techniques. Prof. D K Batra’s official address as conveyer, enumerated that

Digital Marketing is not only an industry in itself but one such industry which drives all the other industries across the globe. The second day was a mix of plenary and parallel track sessions with a particular focus on brand building. A panel discussion on the future of social media and branding started the third day. Mr Siddharth Verma, VP Strategic initiative at Jabong enumerated the three sides to social media; marketing, PR and customer engagement. A parallel session was conducted on search engine marketing as impact of digitization and digitalization. The valedictory session had Mr. Shubhajit Sen the CMO, Micromax India as the chief guest and the closing address from Dr. officially ended the event and it proved to be an unparalleled success and a one-of-a-kind event at IMI, New Delhi.

TEDx IMINewDelhiLive

x = independently organized TED event

IMI, New Delhi hosted its first TEDx event on 18th February, 2016. It boasted of a line-up of speakers from diverse backgrounds adding rich content to the experience. One such speaker who inspired all with his fortitude and determination was Mr. Nipun Malhotra, Cofounder and CEO of Nipman Foundation. Born with a condition which led to him having no muscles in his limbs, he was strapped to a wheelchair from his birth. His organization awards the disabled friendly corporate houses and works towards making this country more accessible.

"If you want to create a change, it should come from the position of strength and no go out with begging bowl" – Mr. Nipun Malhotra, CEO Nipman Foundation

Another inspiring speaker was Piyush Mishra, Actor. For him the hardships he faced and lack of recognition in his earlier years worked as an impetus for him to take on the world with his talent. He is of the belief that when a strong desire is clubbed with relentless efforts the universe will align itself for you. Ginnie Mahajan, RJ Radio City opined that there are two different types of people in this world- One with fixed, defined dreams and the others with ever changing dreams. While talking about change Mr. Subramanian Swamy opined that we need to first understand what kind of a world we want to be in and one must realize that the search for security, stability and stable income could never equip one to change the face of the world.

"Knowing our true identity is very important to bring even the smallest change" - Mr. Madhukar Sabnavis, Vice Chairman at Ogilvy & Mather

When talking about change, ideas cannot be far behind. Ideas and idea managers were the focus of Mr. Madhukar Sabnavis, Vice Chairman at Ogilvy & Mather. It is an 'idea' world today and ideas give businesses their competitive edge. As many ideas die because of adverse surroundings; thus it is as important to stimulate and nurture ideas. Mr. Khurshed Batliwala from The Art of Living Foundation took us further and talked about doing things differently and having faith in our decisions even if they go against the flow.

"Twenty five years ago no one had heard of Sri Sri Ravi Shankar. The whole world stood on the other side and said you are mad. I said yes, but I am happy. Be happy don't compromise on that. You have dreams, you have visions, you have hopes don't let people around you kill that for you. And that's an idea worth spreading" – Mr. Khurshed Batliwala, Art of Living

Mr. Apurva Chamaria talked about dissatisfaction with status quo and how it leads to the birth of a start-up A new idea can be a radical change or a mere improvement; both equally contributing towards frictionless economy. Some talks were poignant while others had an element of humour but none compared to Mr. Cyrus Brocha. The focus of his talk was the 'Urban example project' a quaint and bizarre list of changes he wanted to see happen ranging from the problem of wearing full length trousers in a tropical country to that booted a measure of caste system and suppressed expression of individuality. The day closed on a positive note with the audience thrilled and enlightened by the experience that was TEDx IMINewDelhi.



TEDx IMINewDelhiLive

Activities of Jagriti – The Social Responsibility Cell in the year 2015-16

We, the youth of this nation, have a vision for the society, the country and the world. There are changes we undertake to make this world a better place and every day we make the difference with each step. With this notion in mind, Jagriti, the social cell of IMI, New Delhi organizes activities all year round, to inculcate a feeling of responsibility towards the society and the environment. Following is a brief report of all the activities conducted over the past year.

Swachh Bharat Abhiyaan, was organized on January 18 at DDA Ground next to the Campus to evoke a sense of social responsibility in the minds of the students. On July 28th, Jamghat, an NGO dedicated for the cause of street children, came together with Jagriti to put up a kiosk for selling handmade Jute products by the children. The daylong event led to contribution amounting to Rs 21,337.



On July 30th, a blood donation drive with the cooperation of the Rotary club of Vaishali was conducted. The generosity and the zeal of IMIans made the event a remarkable accomplishment. Members of Jagriti visited a government school on 22nd August, to educate the students on importance of cleanliness and personal hygiene under the Swachh Bharat initiative.



Starting with an interactive fun session, members familiarized the students about the general causes and effects and the steps to be taken for improvement; sanguine that it would have an impact on the cleanliness and personal hygiene of the students. In the spirit of Rakshabandhan, on 20th August, Udayan Care Foundation

organized a fund raising Rakhi Stall with Jagriti. We successfully conducted a visit on 28th August wherein club members along with 19 volunteers visited The Earth Savors Foundation, at a village near Gurgaon. The event included activities such as Neem Sapling Plantation, interaction with inhabitants, providing them food and serving them.

A dance performance by the children of Jamghat at the inauguration ceremony of Kritva'15 on 14th October was organized along with a social experiment named AIB. HUM MEIN HAI HERO, a photography event was conducted with an aim to look for an ordinary person who has tried to make a difference. The concluding day saw Sangam –The Mini Marathon, with a footfall of 120 participants.



Samadhan Case Study Event, a national level inter B-school case study competition was organized on October 24, where the students were required to frame a CSR policy for a company in the time of crisis.



Joy of Giving Week was observed from December 10, in collaboration with the NGO Goonj. IMI family donated clothes and shoes to the people in need. A Blanket Distribution Drive was conducted in two phases in December and January, when Jagriti collected funds for blanket donation drive and volunteers took up the task and distributed 85 blankets to the needy in and around south Delhi. We aim to continue our endeavors and engage and inspire more students.

ALUM CONNECT

Mr. Saumya Aggarwal

Key Account Manager, South East Asia, Bloomberg
Batch of 2011



How has IMI evolved over a period of time?

IMI started with vision to provide international education for Indians and help gen-X to capture opportunities with globalization. Over time it has become world class institution attracting students across the globe and importantly foster exchange of opinions with modern interpretations. I remember Rural Marketing class where we discussed religious sentiments, influence of migrant workers and behavior of local shopkeeper which are yet to find place in text books.

How is IMI "now" different than IMI "then"?

It is even more fun and more focused. Larger students driven initiatives, fests with increasing interactions and atmosphere of solution based learning. Clearly, IMI responded with specific course of banking and finance as economy is growing and more finance professionals are needed for capital transactions. IMI has also taken lead in promoting entrepreneurship which was not existent few years back.

How is IMI relevant to you career growth and a ladder to success?

IMI is a journey, not a destination, and my IMI experience brought me closer to global financial markets. Right from campus placement to moving to Singapore, I still refer to case studies for the diverse thought process that we went through. I still remember my conversation with professors on choosing between two MNCs - one in dotcom while other being finance. Apart from learning, direction to successful career and enormous networking are well appreciated.

What motivates you to come back to IMI?

One of the things I am passionate about is to give back to society. IMI feels home and I will continue to work for new generation of leaders helping me learn as well in the process.

How have you evolved as a person while your stint at IMI?

I now have a degree of flexibility and humility. Interactions with students from different cultures, backgrounds made me more sensitive and aware. Rice to South Indian is what chapati to North Indian, such differences became more evident.

What is the significance of IMI in your life? How has it contributed to your development?

When I arrived at IMI, I knew how to code but I had yet to encounter a ledger book or a brand statement. IMI helped me develop the skills I needed to succeed in the business world. I love that my current role is more customer oriented with "human factor" where I use these skills every day.

Share some memories of IMI

Well I took back lot of memories. I miss amphitheatre, fests and intense conversations on grades with my buddies. Whenever I conduct business events, I always think about time of conducting Annual Alumni Meet with lot of meetings with team, professors, college authorities, vendors and security personals.

Kindly share some advice for the future managers of IMI.

Do thorough research, have right attitude and always keep a touch on human side. It's up to you to plan your career and create more opportunities.

Farewell'16

In the times of success, numbers speak for themselves; 243 graduating students in the batch of 2014-2016 and 96 companies which came to International Management Institute New Delhi for final placements. With a record placement season with highest package offered touching 30 lacs and the average package well over 14 lacs the numbers have spoken and the euphoria has been lived. However, what is the start of an exciting future is also the end of exhilarating journey. With the final touches of formalities in place the graduating batch of 2016 bids farewell to IMI New Delhi. It has been a roller coaster ride of achievement and hard work, determination and commitment and a relentless quest for excellence. This

journey started with fresh and eager students joining the college with multitude of hopes and dreams. The rigors and challenges thrown by the MBA journey honed the students through trial by fire; rigorous course and SIPs refined the skills and explored the potential of students. The success of students of IMI talks for itself in the number of PPOs that

were offered for their excellent performance during the summer internships. The pinnacle of this journey was the final placement and as they conquer this summit, we wish them well go out in the world and carve a niche for themselves and continuously progress on their path to become a better person and a successful global manager.



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Big-bang summer placements at B-schools

M SARASWATHY & VINAY UMARI
Mumbai/Chennai/Dehradun, 8 November

The summer placement season has been a smooth affair in reputed business schools this year. These institutes have seen a 20 to 30 per cent rise in stipends, apart from having several companies visit campuses for the first time.

Boston Consulting Group (BCG), Amazon and Aditya Birla Group (ABG) emerged the top three recruiters, at the Indian Institute of Management, Ahmedabad, with 19, 18 and 17 offers, respectively, for the 2017 batch of the post graduate programme (PGP).

Conducted in three clusters across 11 sectors, IIM-A saw offers from 110 companies. It says the top double-digit rises in offers came from Accenture Strategy, ABG, Amazon, Bain & Co, Flipkart, Goldman Sachs, McKinsey & Co and BCG. Among global investment banks, Goldman Sachs was the

largest recruiter, having picked 11 students for roles in financial markets, investment banking and financial strategy. While data on average stipend were unavailable for IIM-A and IIM-Lucknow (IIM-L), that of IIM-Kozhikode (IIM-K) rose 32 per cent to ₹1.06 lakh, even as the institute saw the highest stipend of ₹3 lakh.

In terms of sectors and profiles, IIM-A saw Hindustan Unilever (HUL) and Johnson & Johnson make six offers each in the sales and marketing domain. Among general management firms, ABG made 17 offers, the highest. In information technology (IT), Amazon was the largest recruiter, making 18 offers for roles in marketing, operations, product marketing and product management.

At IIM-L, the top four job profiles offered came from sales and marketing, finance, consulting and business development segments. The top segments based on roles offered were sales and marketing

SUMMER PLACEMENTS AT B-SCHOOLS

Institute	Number of companies participating	Average stipend (₹)
IIM Ahmedabad	110	-
IIM Bangalore	150+	-
IIM Lucknow	157	-
IIM Kozhikode	104	1,06,000
IMI	48	76,000 (for PGDM course)
MDI	98 (PGPM), 68 (PGP-HRM)	1,41,000
XLRI	95	65,000

Source: Institutes

(25 per cent), finance (22), consulting (21), e-commerce (15), systems/IT (10) and general management (seven per cent). It placed students in four days. The institute saw participation from 157 domestic and international recruiters, including Accenture, ABG, Amazon, Aventus, BCG, Deutsche Bank and HUL. AskMe.com, Hay Group, Nomura IB and Uber were

first-time recruiters.

The leading job profiles at IIM Kozhikode were sales and marketing (43 per cent), finance (21), consulting (14) and analytics (14). In profiles, data analytics, along with IT and IT-enabled services, saw the highest growth, from being six per cent of total profiles offered to 14 per cent this year. Of the 104 companies visiting its campus

for placements, about a tenth of offers were from start-ups. IIM Bangalore (IIM-B) saw about 30 companies visiting the campus for the first time, some of which were Auniorpro, Fidelity Worldwide Investment, India Value Fund, Lenovo, LightBox Ventures, Texas Instruments, Uber and Novartis.

Temasek Holdings renewed hiring from IIM-B after five years. IIM-B is also hosting the recruitment process for IIM Visakhapatnam's PG class of 2015-2017, with around 60 per cent of applicants already placed. The IIM-B placement committee was involved in mentorship of IIM-V students in the run-up to the process.

This year, IIM-B introduced a concept called Dream Company choice, where Tata Administrative Services, ABG, Procter & Gamble, ITC and HUL were chosen by students. Here, too, BCG made the highest number of offers. Around 30 per cent of the entire batch received offers in the consulting sector,

which the names including Bain & Co, Roland Berger, Alvarez & Marsal and Capgemini, Ganesh Prabhu, the institute's head of career development services, said many recruiters doubled their usual number of offers.

XLRI, the Xavier School of Management, completed its summer intern placements in only 2.5 days. All students got paid internships, the highest offer being ₹2.5 lakh a month. The median stipend for the batch was ₹65,000 a month. The top recruiters on campus in numbers were Accenture Strategy (13), Microsoft (12), HUL (11), Flipkart (10), ABG (9), Citibank (nine), Snapdeal (nine) and Vodafone (nine).

Also, many organisations participated in the 'Tatvartan' process, where students could work with non-government bodies and not-for-profit ones. Notable among these were Bill & Melinda Gates Foundation, Tata Trust and E-Vidyaloka. Two students were placed with each of these. The process was completed

before the conventional summer placement week. Rakhi Mishra, head of XLRI's placement, said there was a vast diversity of offers from every sector, including media conglomerates and social sector organisations.

International offers at XLRI included those from ABG, HUL, Kellogg's and Godrej. As earlier, Carlyle recruited exclusively from XLRI. The European Hedge Fund, after having offered its only PPO to an XLRI, returned to the campus. JPMorgan Chase opened its global markets role for the first time at XLRI and ended up making the highest paying internship offer.

At MDI Gurgaon, the average stipend for the batch of 301 students in the two-year PGP was ₹1.41 lakh and the highest stipend was ₹3 lakh. Snapdeal made the highest number of offers, recruiting 17 students.

Kanwal Kapil, head of placements at MDI, said many companies had offered internships to large numbers. "Sixty-two companies had to go em-

ployed. The average stipend for the batch is 23 per cent higher in comparison to last year," he added.

IMI, Delhi, saw a 100 per cent rise in the number of companies on campus. Manaswini Acharya, dean of placements, said the average stipend had increased by 30 per cent to ₹70,400 and the highest one was offered by the RPG group. Videocon, HUL, Nestle, DBS, Perlefit, Sony MSM and Wipro were the other top recruiters.

During the summer placement season, BCG has emerged as the highest recruiter, with 71 offers made at IIM-A, C and L.

Suresh Subudhi, partner and head-recruitment at BCG India, said IMAs were an important source of top talent for business in India and they firmly believed in attracting, retaining and developing the best talent.

He said BCG made 20 offers more than last year. It made 19 offers at IIM-A, 22 at Bengaluru, 20 at Kolkata and 10 at Lucknow.

Entrepreneurship summit

International Management Institute, New Delhi, hosted its first entrepreneurship summit, *E-Merge' 15*, which was organised by its branding and media relations



committee recently. It focused on the two biggest business trends in the country—entrepreneurship and e-commerce and included sessions by successful entrepreneurs, company heads, leadership gurus and industry stalwarts.

The event commenced with a welcome speech by Bakul Dholakia, director general, IMI-New Delhi. It was followed by back-to-back sessions covering a wide gamut of e-grocery and e-retail market related developments, issues and concerns surrounding its operations, possible strategies to tackle them and the entrepreneurial journey of the founders of the leading e-commerce firms across domains.

Highlighting the significance of the initiative, Dholakia said, "*E-Merge* in the current scenario is appropriate and contextual. We have come a long way in shaping the meaning of entrepreneurship, not only in India but also in the developed nations."

B-schools See 12% Rise in Average Offer Size

New Delhi: Business schools had a strong placement season this year with rush of offers from domestic as well as international MNCs and average salaries witnessing a double digit growth. Reflecting the optimistic business sentiment, corporates across industry verticals showed keen interest in this year's placement season. Moreover, many firms also increased their number of offers this year and hiked the average offer size.

Some of the country's leading business schools like IIM Bangalore, IMI New Delhi, and IIM Kozhikode are re-velling in robust placements results.

IIM Kozhikode, saw over 119 recruiters and 370 offers. The average salary offered to the students was ₹17.1

laks per annum, a rise of 12% from last year and highest domestic package offered was ₹37 lakh per annum.

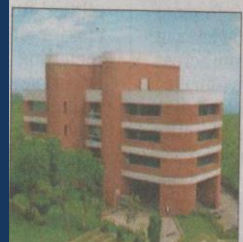
IMI New Delhi, also saw robust placements particularly from the BFSI, FMCG, IT and manufacturing sectors. Offers from the analytics and the consulting domains also increased.

"Recruiters have also increased their compensation with the average compensation rising to ₹14.9 lakh per annum. The highest salary offered at IMI New Delhi this year is ₹29 lakh per annum," IMI New Delhi Dean (Placements & Corporate Relations) Manaswini Acharya said.

IIM Bangalore also successfully concluded an accelerated summer placement.—PTI

Interview dates

The International Management Institute, New Delhi announced its interview dates for Postgraduate diploma in management, human resource, banking and financial services, and executive management. This will conduct in between 18 to



23 February at the institute campus. The core components of the final stage of selection constitute of extempore

speaking, psychometric test, essay writing and personal interview besides other qualitative parameters. "We intend to offer candidates an opportunity to polish their knowledge of management strategies and their analytical skills. At IMI, the bigger mission is to inculcate values and attitudes that make a business professional sensitive and ethical," said Manaswini Acharya, professor of marketing, dean, IMI, New Delhi. Beside Delhi, the selection process will also be conducted in eight more cities including, Ahmedabad, Chandigarh, Chennai, Mumbai, Bangalore, Hyderabad, Kolkata and Bhubaneswar between 2 to 20 March respectively.

4 COURSES AT IMI-NEW DELHI

International Management Institute (IMI), New Delhi, opens admissions to its four courses: PG diploma in management (PGDM), PG diploma in human resource management (PGDM-HRM), PG diploma in banking and financial services (PGD-B&FS) and executive PG diploma in management (EXPGDM). The last date to fill the form for these courses is December 5, 2015. For those seeking admission to EXPGDM, the last date is February 12, 2016.

Three of these courses — PGDM, PGDM (HRM) and PGDM (B&FS) — are two-year programmes. The execu-

tive programme is a 15-month programme that's been aimed at the middle level managers with a minimum of five years of work experience (post qualification).

The application form is available at <http://admission.imi.edu> and the institute only accepts online forms.

IMI IN NEWS

Smokestacks Now A Magnetic Star at B-school Placements

Hiring by manufacturing companies at leading institutes such as IIM-Calcutta, IIM-Trichy, MDI-Gurgaon and IMI-Delhi rises by up to 40%

Rica Bhattacharyya
& Sreeratha D Basu

Mumbai: Top business school campuses are seeing a revival in hiring by manufacturing companies amid confidence that prospects are set to improve in 2016. Leading business schools including IIM-Calcutta, IIM-Trichy, MDI-Gurgaon, IMI-Delhi, IMT-Ghaziabad and BIM-Trichy have seen manufacturing companies hiring in large numbers after a lull of several years.

Recruitment has risen by as much as 40%, both in case of institutes that have completed final placements as well as others that have not. "There is a huge increase in the number of offers (PPOs) be-

Among companies that were first timers at campuses this year or are hiring after a gap of four-five years were the Hinduja Group, Honda Motor Co. of Japan, Hyundai Motor India, TVS Motor, the Murugappa Group, Sundaram Clayton, 3M, Bajaj Electricals, Saint Gobain and Welspun, according to placement cells. They joined regulars such as Tata Motors, Reliance, Tata Steel and Asian Paints.

"At MDI-Gurgaon, the number of manufacturing firms offering management positions during laterals has increased 10% from last year," said Kanwal Kapil, placements, chairperson. "PPOs offered by manufacturing firms have seen a 40% rise from last year's offers. There is a huge increase in the interest level of man-

ufacturing firms seeking out MDI-Gurgaon in order to participate in final placement process."

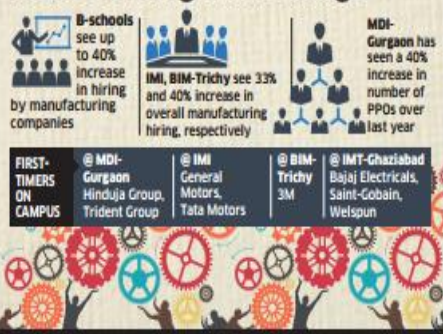
Global mining and manufacturing conglomerate 3M has been taking students for the summer from BIM-Trichy in the past three years but would balk at final placements because the business outlook didn't permit hiring. But this year, 3M has hired two candidates at a salary of 15 lakh each. "There are new companies coming and recruiting in large numbers. We have seen 40% increase in hiring by manufacturing companies. Revival in sectors such as trans-

portation, automobile, infrastruc-

ture has led to this revival," said Abhishek Kumar, assistant professor at BIM-Trichy.

3M was among first timers at the campus this year, while Vedanta, TVS Motor and Ultramarine Chemicals hired after a gap of about 5 years. "The Centre is working hard on the policy front including GST, labour reforms, etc., besides trying to improve infrastructure and creating smart cities," said Maclean Raphael, executive director, human resources, 3M India Ltd. "There is a growing optimism... We continue to build our leadership pipeline from campuses. We are visiting campuses such as IIFT, BIM-Trichy, TAPMI for the first time this year and IIM-Kozhikode after a gap of a few years." 3M's campus hiring is up 10-15% this year from last year.

Manufacturing Takes Charge



MANAGEMENT DEVELOPMENT PROGRAMMES (2016 - 17)

S.No	Programme Title	Duration/Dates	Programme Director(s)
1.	Understanding and Analysis of Financial Statements	2 days 21-22 July 2016	Prof. Barnali Chaklader
2.	Harnessing Emotional Intelligence for Higher Performance	3 days 27-29 July 2016	Prof. Bhupen Srivastava/ Prof. Mamta Mohapatra
3.	Effective Decision Making Using Advanced Excel	2 days 4-5 August 2016	Prof. Himanshu Joshi
4.	Accelerating Sales Team Performance	2 days 8-9 August 2016	Prof. D.K. Batra
5.	Managing for Excellence through Effective Leadership	3 days 10-12 August 2016	Prof. Bhupen Srivastava/ Prof. Mamta Mohapatra
6.	Communication and Presentation Skills	3 days 17-19 August 2016	Prof. V. Chandra
7.	Strategic Business Negotiations	2 days 22-23 August 2016	Prof. Manaswini Acharya
8.	Finance for Non-Finance Executives	3 days 24-26 August 2016	Prof. Prashant Gupta/ Prof. Aman Srivastava
9.	Strategic Supply Chain Management	3 days 29-31 August 2016	Prof. Siddharth Varma
10.	Social Media in Business Communication	2 days 1-2 September 2016	Prof. Manaswini Acharya
11.	Team Building and Leadership	3 days 7-10 September 2016	Prof. Bhupen Srivastava/ Prof. Mamta Mohapatra
12.	Effective PMS for High-Performance Culture	3 days 14-16 September 2016	Prof. G.K. Agarwal/ Prof. R.P. Ojha
13.	Sustainable Development and Strategic CSR	3 days 21-23 September 2016	Prof. Sonu Goyal/ Prof. G.K. Agarwal
14.	Blue Ocean Strategy with BOSS Simulation	3 days 26-28 September 2016	Prof. Abhishek Nirjar
15.	Developing and Leveraging Brands	2 days 29-30 September 2016	Prof. Manaswini Acharya

For registration/enquiries, please contact:

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