

# POSTGRADUATE PROGRAMMES IN MANAGEMENT



## BULLETIN 2010



Xavier Institute of Management  
Bhubaneswar



## CONTENTS

### RESERVATION OF RIGHTS

The Bulletin is applicable for admissions, 2010 only. However, the administration of the Xavier Institute of Management, reserves the rights to make any changes in the requirements and regulations for admission, regulations for continuing in the course or for graduation, contents of the courses, fees charged, or regulations affecting students, or make any other suitable modifications in any provision of the Course Syllabus in any matter incidental or ancillary thereto, should these be deemed necessary in the interest of the students, the Institute, or the profession. All matters of dispute, regarding the above, will be subject to the legal jurisdiction of Bhubaneswar only, and ought to be raised within one month of declaration of the results.

### CONTACT DETAILS

Xavier Institute of Management  
 Xavier Square, Bhubaneswar - 751 013, India  
 Phones: 0674 - 3012345 (Pilot No.), 30 lines  
 0674-3983806 (Admissions Office)  
 Fax: 91- 674 - 2300995  
 Email: [admisn@ximb.ac.in](mailto:admisn@ximb.ac.in)  
 Web Site: <http://www.ximb.ac.in>

Director's Message	1
The Institute	2
Infrastructure	3
Academic Programmes	
i) Two-Year Full-Time Programme for Postgraduate Diploma in Management	6
ii) Two-Year Full-Time Programme for Postgraduate Diploma in Management (RM)	8
iii) Three-Year Part-Time Programme for Postgraduate Diploma in Management	10
iv) Fellow Programme in Management	12
v) Technology Enabled Learning – VC Based Programmes	14
List of Courses	15
Fee Structure	17
Instruction Methodology and Academic Evaluation	18
Placement	19
Industry Interface	20
Student Activities	22
Faculty	24
Administration	32
Board of Governors	33



## DIRECTOR'S MESSAGE

The present economic slowdown and global recession has brought to light a crucial aspect of managerial life. It is prudence and discipline. Sometimes in the rush of an economic boom or high profitability, managers tend to cast aside prudent decision making and discipline fiscal operations which leads to losses and job cuts at the end of the road. The business manager in doing so does not only harm the economy but also impacts the society and its economic life quite adversely. The imprudent behaviour of managers can lead to chaotic situations for the society as a whole and the present crisis is an apt example.

You are potential managers with infinite talent and wisdom to take India forward in the 21st century. You have the privilege of a sound education, a healthy social environment and an opportunity to grow into a position of eminence and value. But in doing so, you have a greater responsibility to society and to ensure that your decisions in the corporate boardroom should positively impact the people outside. Your actions should be able to help the housewife who battles inflation or the employee facing a job cut.

At XIMB we understand the aspect of social commitment and the managerial decision making which impacts society. The students who graduate from XIMB are not only business managers for the corporate India, but they are responsible managers with human values that look to provide a strong and humane society, free from the impeding chaos of man-made slowdown and recession. We look to build such leaders who work for business organisations and also serve the society. They make a difference to life and venture much beyond the usual humdrum of corporate life. The time you would spend at XIMB would be an unforgettable experience, a time of rediscovering in yourself a vigour to ensure social development with corporate managerial decision making.

My best wishes with all of you and I personally look forward to meeting you at XIMB soon!

**Fr. PT Joseph, SJ**  
*Director*



## THE INSTITUTE

In its 22<sup>nd</sup> year of existence, Xavier Institute of Management, Bhubaneswar (XIMB) is acknowledged internationally as a world class business school which provides quality management programmes and develops futuristic managers with strong ethics and values. XIMB not only imparts management education but also implements socio-economic development projects successfully in collaboration with international agencies and the Government. The Institute creates opportunities for growth and development of local entrepreneurs, maximises management research and brings about the overall industrial development of India through various innovative consulting projects with present and potential investors and wealth creators. The Institute owes its origin to a “*Social Contract*” between the Government of Orissa and the OJS (Orissa Jesuit Society). The Management of the Institute is in the hands of a Board of Governors, consisting of Jesuit Fathers, senior representatives of the Government of India and Orissa State Government, eminent industrialists and educationists.

## VISION

Inspired by the Jesuit spirit of ‘Magis’, XIMB strives to be a premier institute globally recognized for management education, training, research, and consulting that help build a just and humane society.

## MISSION

We shall continue to be an institute with a difference by developing competent, committed and compassionate leaders through management education, knowledge generation and dissemination, capacity building, technology enabled learning and organizational development.

## VALUES

- **Integrity and Honesty:** XIMB believes in being truthful to oneself and others in all its endeavours.
- **Respect for Individuals:** XIMB believes that each individual is unique, different and capable of contributing to the institutional purposes.
- **Transparency:** XIMB believes in sharing of relevant information to make all its stakeholders to encourage their participation and empowerment.
- **Commitment:** XIMB family members take pride in identifying themselves with the institute, its activities and partners.
- **Quality:** XIMB believes in meeting the standards required to make our products and services unique and attractive.
- **Passion for Performance:** XIMB family members believe in exploring new ventures and achieving goals beyond expectations.
- **Social and Ethical Sensitivity:** XIMB believes in serving and empowering those who are denied of opportunities for development caused by social, economic and cultural discrimination.

## THE CAMPUS

The Institute is located on 20 acres of verdant campus in the neighbourhood of NALCO, Satyam Computer, Software Technology Park and other renowned business houses and institutions. The entire Wi-Fi enabled campus houses the office complex, library and computer centre complex, class room complex, auditorium complex, residences for boys, girls and executive programme students, CENDERET office complex and Management Development Centre (MDC). In addition, the institute has a floodlit basketball court, tennis courts, indoor badminton court, gymnasium, and well-maintained playing fields for cricket and soccer. The Institute provides residential quarters for the faculty on campus. We are in the process of setting up another Wi-Fi campus with state-of-the-art facilities.

## LIBRARY

An academicians' paradise, the XIMB Library has comprehensive collection of literature predominantly related to management and its allied subjects to meet the present and future needs of its users. The XIMB Library has an ever increasing collection of books, journals, audio visuals, working papers, annual reports, and summer projects etc. Besides the print materials, XIMB Library has various electronic resources in the form of Corporate and Economic databases (Indian/International) like EBSCO, ABI Inform, Elsevier (Science direct), ISI Emerging Market database, CMIE, Indiatat, JSTOR etc.

The Library has an open access system. Users can access library resources directly. Most of the library activities are computerized using LIS (Library Information System), an integrated library software package which can also answer to any query raised by clientele either Author-wise, Title-wise or Subject-wise. The LIS is accessible inside as well as outside the campus. More information about the library can be accessed through library website (<http://www.ximb.ac.in/library>).

## COMPUTING FACILITIES

The Information Technology infrastructure is a significant factor in providing quality management education. Computer Resources Centre provides IT resources to students, faculty and staff. The Institute provides PC notebooks and workstations to all faculty, and staff. This includes centrino wireless Notebook for each faculty member. In addition, there are three Computer Labs with about 60 workstations each, and 15 workstations at Library reading room. All the computers are connected to the Campus LAN, which is supported by a Fibre Optic backbone. In addition, wireless hotspots are spread all across the campus making it possible to remain

- 14 Servers based on Windows, Linux
- 800 Work Stations/Notebook PCs
- More than 100 Software Packages
- Internet access through 28 MBPS leased line
- Notebooks for each student
- Campus LAN connecting all PCs with Fibre Optic backbone
- Wireless Hotspots throughout the Campus



- 38000 Books
- 35 E-Books (BRO)
- 7500 Journals (including electronic Journals)
- 2700 Bound Volumes of Periodicals
- 6500 Company Annual Reports (including AR CDs)
- 650 Video Cassettes/CDs
- 239 Working Papers
- 20 Newspapers

## INFRASTRUCTURE



connected anywhere in the campus, all the time. The campus network covers the institute, classrooms, library, hostels and faculty living quarters. The classrooms are equipped with latest notebook, Tablet PCs, LCD projectors and multimedia systems. All members on the intranet have access to internet 24 hours a day, through 28 MBPS raw TCP/IP leased lines.

The CRC has built an impressive library of software packages useful for management education and IT specialisation. These include Compilers, Office Productivity softwares, Data Base, Statistics, Operations Research, Graphics etc. The CRC has designed, developed and implemented many software applications in the Institute and outside. These include Academic Information System(AIS), Alumni Information System, Project based Accounting Information System, Inventory Management System, Pay Roll System, Examination On-Line(EOL) and I-Survey. We have a vibrant Intranet where all members of the XIMB community contribute. The Intranet showcases our zeal and desire to IT enable all our functions.

XIMB has joined the University alliance programme of SAP and has access to SAP ERP and BW systems. New courses are being offered leveraging the SAP software. XIMB has also acquired clementine, a data mining software from SPSS.

The communication and information related services over the network are growing. These include internet related services such as the Web and email, and Library databases.

## CLASS ROOM COMPLEX

The classroom complex includes air-conditioned lecture halls, syndicate rooms, multimedia hall, and executive classroom. The classrooms are equipped with educational audio/video equipments, tablet PCs, computers with large monitors, LCD projectors, network connections. While most classes are held in the lecture halls, some prefer the lawn adjacent to the classroom

complex for education with a difference.

The Institute has set up a Management Development Centre (MDC) on campus with all modern facilities. It has 34 twin seated, air-conditioned rooms with round the clock internet connection. The MDC has four training halls with all training aids. In addition to all these, the Institute has built a hi-tech air-conditioned auditorium, which can seat about 850 people.

## RESIDENCE

With the classes round the clock, group assignments and a system of regular evaluation and monitoring of students' performance, students are required to live on campus. There are separate residences for men and women. All the rooms have 24-hours Internet connectivity through the latest Wi-Fi technology. With the installation of laser printer and xerox machine, round the clock printing and copying facilities are available to the students. The residences also house the Multi-Purpose Hall, the Cooperative Store, the Book Club, and two STD booths. All the residences are equipped with washing machines and water coolers.

The Mess is managed by a students' committee and serves both vegetarian and non-vegetarian meals. An online cafe provides variety of fast food to students who work till late in the night.

The Executive hostel has 48 air conditioned and self contained single rooms and a mess managed and run by the Institute.

## SPORTS

XIMB prepares students for the corporate wars by providing the best sports facilities. The fitness freaks can find solace in working out in the well-equipped gymnasium and jogging tracks. Basketball, Badminton, Cricket, Football, Tennis, Table Tennis and Volleyball are the popular campus sports.



## INFRASTRUCTURE

## ACADEMIC PROGRAMMES

The Institute offers three postgraduate programmes, one doctoral programme and certificate programmes. They are:

- **PGDM:** Two-Year Full-Time Programme for Postgraduate Diploma in Management (residential);
- **PGDM (RM):** Two-Year Full-Time Programme for Postgraduate Diploma in Rural Management (residential);
- **PGDM (PT):** Three-Year Part-Time Programme for Postgraduate Diploma in Management (for working executives);
- **FPM:** Fellow Programme in Management (residential);
- **VC Based Certificate Programmes** (PGCBM, PGCHRM, PGCM).

### RECOGNITION

The 2-Year Full-Time, 3-Year Part-Time courses leading up to the Postgraduate Diploma in Management (PGDM), the 2-Year Full-Time course leading up to the Postgraduate Diploma in Rural Management (PGDM-RM), and the FPM, offered by the Institute are approved by the All India Council for Technical Education (AICTE), Government of India. All the PGDM & PGDM-RM programmes have been accredited by National Board of Accreditation (NBA). Since XIMB is an autonomous Institute not affiliated to any university, it does not grant degrees.



XIMB has been awarded the SAQS Accreditation by the Association of Management Development Institutions in South Asia (AMDISA) for a period of five years. SAQS Accreditation is a quality label which assures that Xavier Institute of Management, Bhubaneswar has in place continuous quality improvement systems benchmarked with global business schools in the world.

National Academic Recognition Information Centre for the United Kingdom (UK NARIC) recognises XIMB's PGDM as comparable to British Master's degree standard.

### INTERNATIONAL COLLABORATIONS

XIMB has developed an extensive international network for collaboration with many international business schools. The diverse student exchange programmes as well as upcoming faculty exchange programmes provides XIMB with vital international exposure and necessary cross-cultural interactions.

We have already entered into formal collaborative arrangements with the following institutions and are rapidly exploring more similar opportunities with many more:

- College of Management Law & Languages, Siauliai, Lithuania, [www.kolegija.com](http://www.kolegija.com)
- Eastern Michigan University, United States of America, [www.emich.edu](http://www.emich.edu)
- EUROMED Marseille Institute of Management, France, [www.euromed-marseille.com](http://www.euromed-marseille.com)
- Facultad de Economía –IQS, Barcelona, Spain, [www.iqs.edu](http://www.iqs.edu)
- Graduate School of Business Economics, Warsaw, Poland, [www.wshifm.edu.pl](http://www.wshifm.edu.pl)
- HHL- Leipzig Graduate School of Management, Germany [www.hhl.de](http://www.hhl.de)
- IESEG School of Management, Lille Catholic University, Lille, France. [www.ieseginternational.com/](http://www.ieseginternational.com/)
- Sellinger School of Business and Management, Loyola College of Maryland, United States of America, [www.loyola.edu/sellinger](http://www.loyola.edu/sellinger)
- REIMS Management School, Reims Cedex-France, [www.reims-ms.fr](http://www.reims-ms.fr)
- University of Antwerp, Antwerp, Belgium, [www.ua.ac.be](http://www.ua.ac.be)
- University of Stellenbosch Business School, Cape Town, South Africa, [www.usb.sun.ac.za](http://www.usb.sun.ac.za)
- We have already initiated several activities and are in the process of expanding its domain further. Some of the activities are;
  - Student exchange programmes;
  - Faculty exchange programmes;
  - Joint Research work on areas of mutual interest;
  - Exchange of specific term/module of a diploma or certificate program or even offering a Joint diploma, certificate program;
  - International executive development/training programs based on emerging topics or research outcome;
  - International Consulting Projects in joint collaboration with our international business school partners;
  - Developing International Course Modules jointly for XIMB as well as partner business schools.

Apart from these initiatives, XIMB is visited by internationally renowned academicians, diplomats, resource persons, industrialists as well as top level executives who regularly address students, teach courses, collaborate in research projects, as well as participate in MDPs, Research Seminars & other academic pursuits.



## TWO-YEAR FULL-TIME PROGRAMME FOR POSTGRADUATE DIPLOMA IN MANAGEMENT

This residential programme leads to the Postgraduate Diploma in Management (PGDM) and is widely recognised as equivalent to premier MBA programmes in India and overseas. While the programme is based on the standard model of management education as practised by top ranking institutions, this programme is distinguished by its rigour and discipline.

**Objectives:** The two-year programme is designed to prepare competent men and women for careers in management in the corporate sector and in public sector organisations.

The courses provide a generalist perspective which enables students to view the organisation in a holistic manner as well as place it in the context of the larger environment. The students are also trained in technical and functional business skills in respect to the areas of specialization (namely Finance, Marketing, Systems, Operations, Human Resource Management, General Management and Strategic Management.). They are encouraged to develop their analytical and integrative skills so that they can define problems with clarity and formulate alternative solutions for implementation.

Besides professional expertise the programme also emphasises on training students for collaboration and teamwork through the development of human relations skills, attitudes and other soft skills. It seeks to develop commitment to excellence along with awareness of social and ethical responsibility among the students, so that they become a powerful force for socio-economic change and progress.

### ADMISSION PROCEDURE

**Eligibility:** The minimum requirement for admission to the Programme is: A three-year Bachelor's degree (or equivalent) in any discipline from a recognized University. Candidates who expect to complete the final part of their degree examinations by June 15, 2010 may also apply. Offers of admission to such candidates, if made, will be provisional and will be automatically cancelled in the event of their failing to complete all the requirements for obtaining degree before June 15, 2010. A student after joining a programme in this Institute will not be permitted to sit for any examination of any other institution or agency.

**Admission Test:** Applicants are required to take the Admission Test (XAT) to be conducted by XLRI, Jamshedpur, on **3rd January 2010**. For this, they have to apply online for XAT at: <http://www.xlri.edu>. Registering for XAT is a prerequisite for applying to XIMB.

**XIMB Application:** Applicants have to also apply (online) separately for the XIMB programme, by logging on to <http://www.ximb.ac.in>. Upon successfully filling the online application form, the payment advice form will be available for the applicant to take a printout. This payment advice form has to be mailed to the Admissions Office, Xavier Institute of Management, Bhubaneswar-751013, accompanied by the application fee (Rs.1000/-) as mentioned therein. It may be noted that besides registering for XAT one has to apply (online) separately to XIM, Bhubaneswar.

**Selection Process:** The Institute will decide the section wise as well as total cut-off marks which will be used for short-listing candidates to be called for Group Discussion (GD) and Personal Interview (PI). GD & PI will be held at Bangalore, Bhubaneswar, Chennai, Delhi, Hyderabad, Kolkata and Mumbai. Candidates will have to meet their own travel expenses for appearing in the GD & PI. The final selection will be based on the candidate's performance in the XAT and Group Discussion & Personal Interview (which factors in the past academic record and relevant work experience). The selected candidates will be informed by mail by first week of April 2010. Additional weightage on XAT score and GD&PI score will be given to the candidates who are residents of the state of Orissa. This may lead to separate set of cut-off marks for them.

**Admission:** Candidates who are selected for admission to the postgraduate programme must indicate their acceptance of the admission offer and all related conditions, by paying the first instalment of fees as detailed in the letter of admission before the date stipulated therein.

The programme will begin by the middle of June 2010 for the first year students. At this time the students will be given a Manual of Policies and Regulations, which will be binding on them.

## ACADEMIC SYSTEM - PGDM

**Programme Design:** The Programme consists of 64.5 core course-credits and a minimum of 40.5 elective course-credits totaling 105 credits. A course can be of 1.5, 2 or 3 credits. One credit is equivalent to 10 contact hours.

In the first year students are exposed to core courses only. These are certain basic and functional area courses. The objective is to expose the students to the social and economic environment within which businesses operate in India.

During the summer vacation (at the end of the first year), students are required to spend a minimum of eight weeks in an organisation doing a project on some significant aspect or management problem to be given by the host organisation. The objective of the summer project is to provide students with an opportunity to observe an organisation in operation and to relate what they have learnt to actual practice. The student is required to submit the project report to the guide in the organisation and also to the faculty guide at the institute for evaluation. This is a compulsory requirement to be eligible for the award of the Post Graduate Diploma in Management (PGDM).

**Electives:** Every year each area announces the list of electives to be offered. In an effort to continually update the syllabus, keeping with the faculty interests and industry requirements, elective courses can be added or deleted from the list.

**Academic Calendar:** The academic year consists of three terms each of approximately three months' duration. The first term extends from June to September, the second from September to December and the third from December to March. The full-time residential programme involves an average of 14 class sessions a week, each of 90 minutes' duration. The students' workload, including class sessions, required readings, term papers, project work and field visits, is expected to require about 70 hours per week.

**Practical Exposure:** Project assignments, seminars by eminent scholars and executives, and summer training in industry at the end of the first year help the students acquire practical knowledge about technical and human problems in organisations. Students are thereby enabled to observe prevailing methods and practices in organisations, and relate them to the knowledge gained in the classroom and through readings. Seminars aim at generating and evaluating alternative solutions to management issues. The students are thus prepared to face with confidence problems they may encounter in their professional career.

**Diploma:** The institute awards the Postgraduate Diploma in Management to students who have successfully completed course work equivalent to 105 credits, fulfilled the prescribed academic standards, and have done the summer project as per the prescribed requirements. The diploma is awarded at the Annual Convocation which is usually held in March/April. The PGDM of this institute is approved by the AICTE, Government of India.

## AWARDS AND ACCOLADES

Based on Performance, the following gold medals are awarded:

- The Orissa Jesuit Society Medal for Social and Ethical Perspectives in Management is awarded to the student who secures the highest Cumulative Quality Performance Index (CQPI) in the Business Ethics course.
- The Faculty Council gold medal for Academic Excellence is awarded to each of the top six rank holders of the graduating class according to their CQPI.
- C.M. Kandoi Gold Medals for Academic Excellence is awarded to the top two rank-holders of the graduating class along with a cash award of Rs 10,000/- to the first and Rs. 5,000/- to the second rank holder.
- Leeta Misra-Ankalkoti Gold Medal is awarded to the top rank holder among the ladies in the class.
- One NTPC Gold Medal is awarded to the lady topper and another to the HRM area topper.
- Ravi Sharma Memorial Gold Medal is awarded to the best all rounder of the graduating class.

**Scholarships & Financial Aid:** Bharti Foundation, a Bharti Enterprise, was established with a vision "To help underprivileged children and young people of our country realize their potential". It awards scholarships to students pursuing higher education in management, engineering and agriculture. Bharti Foundation has instituted a scholarship to be awarded to one PGDM student of every batch to cover the student's tuition fees, expenses related to courses, room and board up to a maximum of Rs.50,000/- per year, for the duration of the course. This scholarship is merit-cum-need based and is awarded on the basis of impressive academic performance, demonstrated leadership skills and responsible citizenry as well as financial need.

Recently XIMB has decided to institute a scholarship fund for needy students. The selection criteria and other details of the scholarship scheme will be finalized soon.

## TWO-YEAR FULL-TIME PROGRAMME FOR POSTGRADUATE DIPLOMA IN MANAGEMENT (RURAL MANAGEMENT)

This residential programme for Postgraduate Diploma in Management (RM) has evolved out of XIMB's commitment to the social sector that has been part of the institute's vision right from its inception. The AICTE approved rural management programme is designed to meet the ever growing demands of professionals to bring about sustainable change in rural India and experience in serving and applying management sciences to develop appropriate strategies for rural India.

The failure of trickle down models of growth has created large inequalities in Indian society, especially in rural areas, necessitating special skills and targeted intervention by professionals who could understand crises and yet create opportunities for the rural poor in a fast changing global environment. The programme seeks to create committed and competent leaders who can analyse, plan and implement sustainable development strategies in rural areas. The programme builds upon the unique synergy in the campus of proven competence in the business sector to create managers with passion and expertise in the upcoming and challenging area of social entrepreneurship.

**Aim:** This programme aims at:

- Evolving alternative perspectives to understand and analyse the factors affecting rural sector;
- Developing professional skills to plan, implement and monitor development programmes in rural areas;
- Building social entrepreneurial skills and leadership;
- Creating and managing the change and development process of organisations working at various levels; and
- Promoting passion for learning and commitment to pursue a career to professionally serve and manage India's large citizen sector.

### ADMISSION PROCEDURE

**Eligibility:** The minimum requirement for admission to the Programme is: A three-year Bachelor's degree (or equivalent) in any discipline from a recognized University. Candidates who expect to complete the final part of their degree examinations by June 15, 2010 may also apply. Offers of admission to such candidates, if made, will be provisional and will be automatically cancelled in the event of their failing to complete all the requirements for obtaining the degree before June 15, 2010. A student after joining a programme in this Institute will not be permitted to appear for any examination of any other institution or agency.

**Admission Test:** Applicants are required to take one of the Admission Tests: 1) The test to be conducted by Institute of Rural Management, Anand (IRMA), on **8th November 2009**, or 2) XAT to be conducted by XLRI Jamshedpur on **3rd January 2010**. Registering separately for IRMA Test or XAT is a



prerequisite for applying to XIMB's PGDM (RM) programme.

**XIMB Application:** Applicants have to also apply (online) separately for the XIMB programme, by logging on to <http://www.ximb.ac.in>. Upon successfully filling the online application form, the payment advice form will be available for the applicant to take a printout. This payment advice form has to be mailed to the *Admissions Office, Xavier Institute of Management, Bhubaneswar-751013*, accompanied by the application fee (Rs.1000/-) as mentioned therein.

**Selection Process:** The Institute will decide the section wise as well as total cut-off marks which will be used for short-listing candidates to be called for Group Discussion (GD) and Personal Interview (PI). The GD & PI will be held at Bhubaneswar, Chennai, Delhi, Kolkata and Mumbai. Candidates will have to meet their own travel expenses for attending the GD & PI. The final selection will be based on the candidate's performance in the written test, and the Group Discussion & Personal Interview (which factors in the past academic record and relevant work experience).

**Admission:** Candidates who are selected for admission to the Programme must indicate their acceptance of the admission offer and all related conditions, by paying the first instalment of fees as detailed in the letter of admission before the date stipulated therein. The programme will begin by the middle of June 2010 for the first year students. At this time the students will be given a Manual of Policies and Regulations, which will be binding on them.

### ACADEMIC SYSTEM – PGDM (RM)

**Programme Design:** The programme is organised in three distinct but mutually supportive learning segments: the Classroom Sessions, Rural Living and Learning Experience (RLLE), and Management Traineeship Programme (MTP) in

organisations. The programme consists of 70.5 core course-credits and 34.5 elective course-credits totalling 105 credits. A course can be of 1.5, 2, and 3 credits.

The institute envisions creating professionals in the following three streams of rural management:

- Development and Social Entrepreneurship
- Rural Business Development (including Agri-business)
- Rural Finance (Banking and Insurance)

The **Classroom segment** exposes students to theory and concepts related to basic management disciplines, the specific requirements for understanding rural development management issues as well as new and emerging areas in the broad area of rural management. In this segment, both the core and elective courses will be taught. A distinguishing feature of the pedagogy of many courses at XIMB is Field Trips that encourage out of classroom learning and relating class room concepts with actual rural situations. The students are often required to carry out the micro research projects in selected villages and different organisational environments.

**Rural Living and Learning Experience (RLLE):** XIMB strongly believes that the students of PGDM (RM) must have the willingness and ability to learn from the lives of people with whom they are going to work. In order to learn from the people, XIMB believes that the students cultivate the culture of *un-learning* in order to learn and also to respect rural poor. The best way to provide this process of *un-learning* is to help them to live with the people. RLLE, therefore, is an integral pedagogical component of PGDM (RM).

XIMB has identified various strategic partners working in Orissa and the neighbouring states who can guide these students to experience these learning and un-learning process. Students spend about 4 weeks in rural areas during RLLE and it carries 3 credits.

**Management Traineeship Programme (MTP)** provides students with a practical work experience and learning opportunity. It strives to equip the students with more effective techniques, better decision making abilities, instil in them the vigour of approach of productivity, excellence and innovation. It exposes the students to opportunities of real life application of management concepts learnt in the classroom, and help the students to develop innovative target oriented solutions to the major issues faced by the organisation and address strategy formulation as well as operational and functional problems. The duration of MTP is 8 weeks.

Apart from the above components that all students undergo XIMB also encourages and provides an opportunity for students to pursue **Independent Research Projects** or IRPs. IRPs build on students' interest and willingness to learn through a project that faculty members offer over a longer duration (sometimes across two terms) that could at the end of the project add significantly to the understanding of rural management. IRPs are customized offerings and are not compulsory but can be used by students to gain 3 credits in lieu of an elective in the second year.

Students are also provided with an opportunity to take up **immersion courses** that involves professionals from industry or the social sectors providing inputs to students on upcoming areas in the industry or development scenario.

### Academic Calendar

The academic year consists of three terms each of approximately three months' duration. The first term extends from June to September, the second from September to December, and the third from December to March. The one month long RLLE is usually between the second and third terms.

The full-time residential programme involves an average of 14 class sessions a week, each of 90 minutes duration. The student's workload, including class sessions, required readings, term papers, project work and course specific field visits, is expected to require about 70 hours per week.

### Diploma

The Institute awards Postgraduate Diploma in Management (RM) to the students who successfully complete their course work and field work, equivalent to 105 credits and fulfil the prescribed academic standards. The PGDM (RM) of this Institute is approved by the AICTE, Government of India.

### Awards

The Orissa Jesuit Society Gold Medal is awarded to the 1st rank holder and two Faculty Council Gold Medals to the next two toppers of the graduating class. The lady topper of the class is awarded the NTPC Gold Medal. The institute is in the process of considering additional awards for meritorious students with financial difficulties.



This 3-year part-time programme, leading to Postgraduate Diploma in Management (PGDM), is tailor-made for practicing managers aspiring to become business leaders of tomorrow. The programme provides an opportunity for professionals, with the potential to assume senior management responsibilities, to pursue a Postgraduate Programme in Management, without interrupting their current professional career. The participants are from various parts of the country and share a spectacular diversity in their respective background, which provides an exciting prospect for learning from one another, and to assimilate the theoretical concepts taught in the light of their collective experience.

The programme curriculum is as rigorous as the regular 2-year full-time PGDM programme. Classroom sessions for this programme are held for approximately two to three weeks in every four months. The outside participants who come for two-three weeks are hosted on-campus during their on-campus stay and can expect to spend around 16 hours a day on studies including the classroom sessions.

The programme intends to develop among the participants a generalised perspective of integrated cross-functional responsibilities and specialised technical and managerial skills and expertise necessary to assume middle and top management responsibilities. Academic inputs provided bring out the inter-relationship among various functional areas as well as the techniques in functional areas other than those in which the participant has experience. The participants are also trained in technical and functional skills such as accounting, finance, marketing, and production and are helped to develop their analytical and integrative skills so that they can define complex problems with clarity and adopt a methodology best suited to deal with them.

The Institute encourages organizational/institutional sponsorship for the participants to pursue the programme and appreciates a commitment from the organisation's part to defray the expenses incurred by their executives on education and training. Full or partial sponsorship also minimises/reduces the financial liability of the participant to pursue the programme.

The participants in the recent batches include entrepreneurs and executives from "Who's Who" of Indian Industry including MNCs, such as: Air India, Allianz Securities, Alstom, Ambuja Cements, American Express Bank, Apollo Hospitals, ApplQ Technologies, Aptech, Apple Finance, Arvind Garments, Ashok Leyland, Bajaj Auto Finance, BALCO, Bharti Cellular, BHEL, Blow Plast, BOB, BPCL, BPL Mobile, BSNL, Canon India, Castrol India, CMC, CMS Securitas, Coal India, Cognizant Technologies, Eastern Intern. Hotels, Emami Paper Mill, Escorts JCB, Essar Power, Fiat India, Fujitsu India, Glaxo SmithKline, HCL, HLL, HPCL, ICICI Bank, Indian Charge Chrome, IOCL, Indian Aluminium, Indian Air Force, Indian Army, IndusInd Bank, Ispat Alloys, ITC, JK Industries, Johnson & Johnson, L & T, L & T Infotech, Lafarge India, Lucent Technologies, Mahindra & Mahindra, Madras Cements, MCL, Maruti Udyog, Mecon, MRF, Mukand, NALCO, NIC, National Insurance, New India Assurance, Novell Education, NTPC, Oberoi Hotels, Oil India, ONGC, Oracle India, OSFC, Parke Davis, Pepsi, Reliance Infocomm, Philips, Raymond, SAIL, Saint Gobain, Satyam, SBI, SBH, Taj GVK Hotels, Tata IBM, Tata Refractories, Tata Steel, Tata Technologies, Times of India, TVS Suzuki etc.

## ADMISSION PROCEDURE

**Eligibility:** The minimum requirements for admission to the three-year part-time PGDM programme are:

- a. A three-year Bachelor's degree (or equivalent) in any discipline from a recognized University;
- b. At least three years of experience in executive capacity in an organisation of repute in the public, private or non-governmental sector. Self-employed persons with minimum 5 years experience after obtaining qualifying degree can also be considered;
- c. Age limit: Completion of 24 years as on 1.7.2010;
- d. Sponsorship or No objection certificate from the employer for pursuing this course at XIMB.

## THREE-YEAR PART-TIME PROGRAMME FOR POSTGRADUATE DIPLOMA IN MANAGEMENT



**Application Procedure:** Applicants have to apply online for the XIMB programme, by logging on to <http://www.ximb.ac.in>.

Upon successfully filling the online application form, the payment advice form will be available for the applicant to take a printout. This payment advice form has to be mailed to the Admissions Office, Xavier Institute of Management, Bhubaneswar-751013, accompanied by the application fee (Rs.1000/-) as mentioned therein.

**Selection Process:** The final selection of candidates will be based on the following criteria:

- Educational achievements and work experience; and
- interview.

Screening for interview will be based on the candidate's past academic performance and relevant work experience. The eligible candidates will be called for Personal Interview session at Bangalore, Bhubaneswar, Chennai, Delhi, Hyderabad, Kolkata or Mumbai. Candidates will have to meet their own travel expenses for attending the interview. Selected candidates will be informed by mail by April 2010.

**Admission:** The candidates who are selected for admission to the three-year PGDM Programme will have to indicate their acceptance of the admission offer and all related conditions, by paying the first instalment of the fees as stipulated in the letter of admission.

The Programme will begin around the first week of July 2010. At this time the students will be given a Manual of Policies and Regulations, which will be binding on them.

## ACADEMIC SYSTEM – PGDM (Part-Time)

**Programme Design:** The programme consists of eight terms, i.e., on-campus sessions (OCS) and includes thirty four (34) courses [twenty four (24) core (compulsory) courses and ten (10) elective courses] of either two or three credits (where 1 credit is of 10 contact hours) each. The entire programme includes 93 credits (930 contact hours).

The twenty-four core courses are offered during the first five terms, each term (except the fourth) consisting five courses. The last three terms consist of ten elective courses. The classroom sessions for each course are scheduled to be fifteen (15) sessions of two hours each for 3 credit courses or ten (10) sessions of two hours each for 2 credit courses.

Each functional area offers a wide range of elective courses every academic year. Through regular revision of the curriculum which takes into account recent developments in specific functional areas, the set of elective courses, with some revised & some new courses, is offered every year.

**Programme Structure:** The programme has eight on-campus sessions (OCS) spread over a total duration of about two-and-a-half academic years. The on-campus sessions in the five terms are of fifteen days' duration each. In the sixth and seventh terms the participants spend seventeen days each in order to facilitate the choice of their elective courses. However, the eighth term is of nineteen days' duration. During the sixth, seventh and eighth

terms, the participants register for 4, 3 and 3 elective courses respectively, as per their choice.

Terms / OCS	No. of Courses	No. of Days	Terms / OCS	No. of Courses	No. of Days
I	5	16	V	5	15
II	5	15	VI	4	17
III	5	15	VII	3	17
IV	4	15	VIII	3	19

Each OCS ordinarily consists of thirteen days of classroom sessions and two days of end-term examinations in the courses covered in the previous OCS. After the one-day orientation programme in the first OCS, students complete the courses of Term-I in the next fifteen days. From the second term onwards, after two days' of classes, the end term examinations for the previous term are conducted for two days. The remaining sessions are covered thereafter. This cycle continues till the eighth term.

The dates of the OCSs for the academic year are scheduled in the academic calendar, which is provided to the participants along with the admission offer letter. This is intended to facilitate the participants to plan their leave accordingly in advance. The duration of OCS can however be extended by maximum 2-days for a term with a fortnight's prior notice to accommodate changes in class scheduling at the discretion of the Institute.

The faculty members' primary role in the programme is to facilitate and guide the students to develop a clear understanding of the theories and practices of management and to help acquire skills and expertise necessary for a successful career in the corporate sector. The pedagogy varies from course to course depending upon the content of the course, the objectives of the course and the pedagogical style of the instructor. Apart from the regular classroom lecture sessions the teaching methodologies include case studies, group discussions, simulation games, role-playing, and laboratory exercises. Evaluation components include assignments (individual and group), term projects, quizzes, mid term and end term tests. The term projects are generally focused on the respective organizations of the participants and enable them to appreciate the real-life significance of the concepts covered in the classrooms.

**Diploma:** The Institute awards the Three-Year Postgraduate Diploma in Management to participants who have successfully completed course work equivalent to 93 credits, and fulfilled the academic requirements as listed in the Manual of Policies. The diploma is awarded at the Annual Convocation, which is usually held during last week of March or first week of April, every year. The three-year PGDM of this institute is approved by the AICTE, Government of India.

The same programme is also being offered in the weekend format and spanned over three years.

**Award:** Gold medals will be awarded to top rank holders as adjudged by the Faculty Council based on timely completion of the Programme and fulfilment of required attendance, good conduct, etc. Medals are awarded at the Annual Convocation.



## FELLOW PROGRAMME IN MANAGEMENT (FPM)

On March 26, 2008, XIMB designated its first ever Fellow, who successfully completed the doctoral-level Fellow Programme in Management (FPM): Jacob D. Vakkayil, currently working as Assistant Professor, IIM Calcutta.

On March 21, 2009, XIMB designated its second Fellow, who successfully completed the doctoral-level Fellow Programme in Management (FPM): Srikant Panigrahy, currently working as Manager, Client Delivery, Mu Sigma Inc., Bangalore.

**Features of the Programme:** XIMB's doctoral-level Fellow Programme in Management (FPM) draws upon national and global experience in doctoral-level education in management as well as related disciplines and fields. The programme's emphasis is on building research competencies relevant to management. The programme is also designed to serve as a venue for ongoing conversations regarding management research. The programme curriculum includes Research Training Seminars conducted throughout the academic year, facilitated by in-house and visiting researchers. Students are required to develop deep understanding in the areas of research selected by them. This is facilitated through Research Review Seminars delivered by the students. They also get a structured exposure to management topics, develop professional skills, and participate in the Institute's academic activities. Overall, the FPM is designed to develop research-inclined scholars, educators, and practitioners of management. Since 2005, XIMB has been conducting a Doctoral Summer School (DSS) every year, with participants coming from various institutions.

### General Advice to Applicants:

Joining the FPM will be a significant decision in your life; the decision should be preceded by adequate familiarity with the programme's perspective and the institutional environment you will be walking into. Please read the FPM Leaflet carefully (available on the Web at: <http://www1.ximb.ac.in/users/web/fpm.nsf/pages/Leaflet>) to understand the perspective of the programme. Also feel free to interact with the Institute and the current FPM students to get a clearer idea about the institutional setting and the academic atmosphere at XIMB. Additionally, please note the following:

- Your academic/professional profile should match the expected profiles specified under the research areas of your choice (details are available on our FPM Web site; see under "Faculty & Research Areas")
- You should prepare adequately for undertaking doctoral-level work, which includes reading the classic and the contemporary literature in your chosen research area(s)
- You should try to define some research questions or topics for focused study within your chosen area
- You should be able to demonstrate adequate mastery over the fundamentals in your chosen area
- You should develop the capacity to engage critically with new information and multiple viewpoints arising in a scholarly discussion
- You would be expected to have excellent communication skills in spoken and written English

## RESEARCH AREAS

The Institute offers the following 31 research areas for FPM admission in 2010:

- |   |   |
|---|---|
| ■ Accounting and Regulation                     | ■ Institutional Studies                 |
| ■ Asset Markets                                 | ■ International Strategy                |
| ■ Competitive Positioning                       | ■ Leadership                            |
| ■ Corporate Finance                             | ■ Management Control System             |
| ■ Development Management                        | ■ Market Research                       |
| ■ Emotion Research                              | ■ Microfinance                          |
| ■ Employment Relations                          | ■ Operations Research                   |
| ■ Entrepreneurial Marketing                     | ■ Optimisation Research                 |
| ■ Ethics and Governance                         | ■ Organisational Change and Development |
| ■ Hospital Management                           | ■ Organisational Communication          |
| ■ HRM Practice Implications on Firm Performance | ■ Rural Management                      |
| ■ Human-Computer Interface                      | ■ Social Entrepreneurship               |
| ■ Human Resource Development                    | ■ Strategic Operations Management       |
| ■ Information Management                        | ■ Strategic Organisation                |
| ■ Innovation Management                         | ■ Women in Management                   |
| ■ Institutional Learning and Change             |   |

While filling up the application form, you will indicate your preference for any two research areas.

Please refer to the FPM Web site (<http://www1.ximb.ac.in/users/web/fpm.nsf>) to learn about the focus of the above research areas and the expected profile for each area. You may also get in touch with research guides and get any doubts concerning the research areas clarified.

## ADMISSION PROCEDURE

**Eligibility:** Postgraduates in any discipline (or professional field) related to management with at least 55% marks (or graduate engineers with at least 55% marks and having at least 2 years of work experience) are eligible to apply for the full-time FPM. In case the score is available on a letter-grade system, the Institute expects a minimum cumulative score of 4.80 on an 8-point scale (or 6.00 on a 10-point scale). Although the eligibility is defined in these terms, the Institute prefers applicants who have excellent academic record as well as rich managerial experience.

**Application:** Applicants have to apply online for the XIMB's Fellow Programme in Management, by logging on to <http://www.ximb.ac.in>. Upon successfully filling the online application form, the payment advice form will be available for the applicant to take a printout. This payment advice form has to be mailed to the Admissions Office, Xavier Institute of Management, Bhubaneswar-751013, accompanied by the application fee (Rs.1000/-) as mentioned therein.

**Admission Process:** You must write any one of the following written tests: CAT, GATE,\* UGC NET, XAT, or the XIMB Research Aptitude Test (XIMB-RAT). XIMB-RAT will be conducted only at Bhubaneswar. Detailed guidelines on this test are available online at: <http://www1.ximb.ac.in/users/web/fpm.nsf/pages/ximb-rat>

Based on your performance in the written test as well as your record of academic and professional achievements, you may be invited to our campus at Bhubaneswar for an assessment of your research aptitude and preparedness for taking up doctoral-level work in management. All the invited applicants will be offered local hospitality, but no travel allowance.

\*GATE is considered for admission in Operations Management & Decision Sciences, and Information System areas only.

## PROGRAMME OVERVIEW

**Full-Time (with some flexibility):** This is a full-time doctoral programme. However, after Thesis Registration is done, it might be possible to negotiate some flexibility in the mode of working, as per mutual convenience of all parties concerned. In any case, students will devote full-time commitment to the programme, at least up to the point of Thesis Registration. Students will be expected to complete the programme within a maximum period of 4 years. Some of the key components of the programme are described below.

**Coursework:** (i) Required Courses: During their first year, FPM students are required to study the basic courses in management, which will give them an exposure to the curriculum of management and a variety of pedagogical approaches typically

followed by management educators. (ii) Recommended Courses: FPM students may be advised to study some additional courses (either at XIMB or elsewhere) depending upon their backgrounds and research areas chosen.

**Research Training Seminars:** These seminars will cover topics relevant to doctoral students in management-related research. These will be arranged throughout the academic year. All FPM students are required to participate in these and write reflective summaries of the seminars, which are published in the open-access journal, Research World.



**Research Review Seminars:** During the preregistration period, which spans 24 months starting from the date of enrolment in the programme, FPM students will be required to deliver four Research Review Seminars. These seminars will focus on key research themes pertaining to the area of research chosen, as well as the methodological issues pertaining to that area of research.

**Thesis Registration:** After completing all the requirements of course work and research review, an FPM student will produce a thesis proposal. This must be done within 24 months from the date of enrolment in the programme. If the proposal is found acceptable, the student will be registered for the thesis component. The thesis will be examined by two external examiners. The student will have the opportunity to do any additional work and modify the draft thesis based on the feedback received from the examiners. This will be followed by an oral examination. There can be various types of disqualification at this stage, requiring anything from a minor modification to the thesis to a total resubmission of the thesis, with or without another oral examination.

**Scholarship and Other Support:** Every full-time FPM students with no sources of income will be given an Institute fellowship of Rs. 15,000 per month in their first year, to be renewed annually, subject to satisfactory performance. Ordinarily, the fellowship will be continued for a period of 3 years. Beyond that, if required, the fellowship may be extended in units of 6 months, for a total period of 4 years. From second year onwards, every FPM student will be assigned to some faculty where they are expected to assist the concerned faculty in their research/teaching work maximum up to 20 hours of work in a week. No tuition fees will be charged. Certain essential research-related expenses will be reimbursed, subject to a maximum limit, to be specified every year. Research students will have access to facilities such as work-space, library, computer, telephone, fax, photocopying, etc., to be used strictly for research related activities. Campus accommodation will be provided against a monthly deduction of Rs. 1,000. The Institute also supports students' participation in national & international conferences as per the institute norms stated in MoP for FPM.

**Approval and Recognition:** The programme is approved by the All India Council for Technical Education (AICTE), a statutory body of the Government of India (vide their letter number 431/36-11/(MCP)(M)/95, dated February 17, 2007 and 431/36-11(MCP)(M)/95, dated May 8, 2008). The programme is not yet recognised as equivalent to the doctoral programme of Indian universities. However, the Institute is committed to acquiring such recognition in due course.

XIMB felt that the constraints of distance and time should not become factors limiting the spread of quality education in India. Today, technology is able to bridge the gap and sufficiently enable the environment. With this objective to provide high quality education to a larger segment of students, XIMB decided to launch the Postgraduate Certificate in Business Management (PGCBM) programme using Video Conferencing (VC) technology. Based on market demand XIMB has decided to launch two more specialized programmes viz- Postgraduate Certificate in Human Resource Management (PGCHRM) and Postgraduate Certificate in Marketing Management (PGCMM) along with PGCBM in the academic year 2010-11. These

programmes are designed to enhance and sharpen the skills of the working executives in their respective fields.

**Eligibility:** The minimum requirements for admission to these programmes are: A three year Bachelor's degree (or equivalent) in any discipline from a recognized University with at least two years of work experience.

**Programme Design:** Each Programme consists of 12 courses offered through Video Conferencing (VC) mode and a mandatory "On Campus" Component. The details of the courses are given below.

## TECHNOLOGY ENABLED LEARNING (VC BASED PROGRAMMES)

### Postgraduate Certificate in Business Management (PGCBM)

1. Organisational Behaviour
2. Basic Economics for Managers
3. Accounting for Decision Making
4. Quantitative Methods for Business Decisions
5. Financial Management
6. Human Resource Management
7. International Management
8. Production & Operations Management
9. Information Technology
10. Strategic Issues in Management
11. Ethical & Legal Aspects of Business
12. Marketing Management

**On campus courses:**

13. Leadership Skills
14. Human Relations Skills

**Academic Calendar:** The entire programme is of one year duration, having 240 hours of live video conferencing and 60 hours of rigorous on-campus classes at XIMB, spread over one week. For more information on the programme, please visit the institute's website: <http://www.ximb.ac.in/pgcbm>

### Postgraduate Certificate in Human Resource Management (PGCHRM)

1. Basic Economics for Managers
2. Accounting for Decision Making
3. Quantitative Methods for Business Decisions
4. Organizational Behavior
5. International Management
6. Information Technology
7. Human Resource Management
8. Performance Management
9. International Human Resource Management
10. Human Resource Planning
11. Change Management & Organizational Development
12. Strategic HRM & EC

**On campus courses:**

13. Leadership Skills
14. Human Relations Skills

### Postgraduate Certificate in Marketing Management (PGCMM)

1. Basic Economics for Managers
2. Accounting for Decision Making
3. Quantitative Methods for Business Decisions
4. Organizational Behavior
5. International Management
6. Information Technology
7. Consumer Behavior
8. Integrated Marketing Communication
9. Sales and distribution Management
10. Product and brand Management
11. International Marketing
12. Retail Management

**On campus courses:**

13. Leadership Skills
14. Human Relations Skills



# LIST OF COURSES

## CORE COURSES (PGDM)

### Accounting and Finance

- Accounting for Decision Making
- Capital Investment Decisions
- Financial Reporting
- Financial Institutions & Markets
- Financial Statement Analysis
- Introduction to Risk and Valuation

### Economics

- Microeconomics for Managers
- Macroeconomics Analysis and Policy
- Indian Economic Environment & Policy

### General Management

- Business Ethics
- Business Law
- Communication
- Social Research Methodology

### Information Systems

- Managerial Computing
- Management Information Systems

### Marketing

- Marketing-I
- Marketing-II
- Marketing-III

### Organisational Behaviour and Human Resources Mgmt.

- Human Resource Management
- Organisational Behaviour
- Employment Relations
- Organisation Structure & Design

### Operations Management and Decision Sciences

- Business Statistics
- Operations Management-I
- Operations Management-II
- Operations Research

### Strategic Management

- Strategic Management

## CORE COURSES (PGDM-PT)

### Accounting and Finance

- Cost & Management Accounting
- Financial Accounting
- Financial Institutions & Markets
- Financial Management

### Economics

- Microeconomics for Managers
- Macroeconomics Analysis and Policy
- Indian Economic Environment & Policy

### General Management

- Business Ethics
- Business Law
- Communication
- Social Research Methodology

### Information Systems

- Management Information Systems

### Marketing

- Marketing-I
- Marketing-II
- Marketing-III

### Organisational Behaviour and Human Resources Management

- Employment Management
- Human Resource Management
- Organisational Behaviour
- Organisation Structure & Design

### Operations Management and Decision Sciences

- Business Statistics
- Operations Management-I
- Operations Management-II
- Operations Research

### Strategic Management

- Strategic Management

## ELECTIVE COURSES

### Accounting and Finance

- Advanced Financial System Analysis and Valuation
- ALM in Banks
- Corporate Tax Planning
- Financial Engineering
- Financial Econometrics
- Financial Modelling
- Fundamentals of Environmental Finance
- Insurance & Risk Management
- International Financial Reporting Standards
- Introduction to International Finance
- Mergers & Acquisitions
- Money and Money Markets
- Options, Futures & Swaps
- Practices of Finance

- Project Appraisal
- Regulatory Accounting and Finance
- Risk Mgmt. in International Investment
- Security Analysis & Portfolio Mgmt.
- Strategic Management Accounting
- Valuation
- Working Capital Management

### Economics

- Application of Econometric Methods in Business Forecasting
- Global Trading System

### General Management

- Advanced Methods of Data Analysis
- Corporate Governance: Policy & Processes
- Interactive Presentation & Corporate Etiquette

- International Business Ethics
- New Enterprise Management

### Information Systems

- Business Process Automation
- Business Data Communications and Computer Networking
- Data Warehousing & Data Mining
- Digital Business in the Transforming Economy
- Enterprise Computing Technologies
- Enterprise Resource Planning-I
- Enterprise Resource Planning-II
- IT Strategy
- Knowledge Management in Knowledge Economy
- Object Oriented Software Development
- Planning IT Enabled Organisations

- Software Development Methodologies
- Software Project Management
- Structured System Development

### Marketing

- Business to Business Marketing
- Consumer Behaviour
- Customer Relationship Management
- Indigenous Marketing Theories
- Integrated Marketing Communications
- International Marketing
- Marketing Strategies
- Market Insight Mining
- Product and Brand Management
- Retail Management
- Sales & Distribution Management
- Selling and Negotiation
- Services Marketing

### Organisational Behaviour/ Human Resources Mgmt.

- Dynamics of Personal Growth
- Human Resource Development
- Human Resource Information Systems
- Human Resource Planning
- Impressions Management
- International HRM
- Labour Legislation
- Organisational Change & Development
- Performance Management
- Strategic HRM & Employee Compensation
- Training & Development
- Transformational leadership

### Operations Management and Decision Sciences

- Business Simulation
- Materials Management
- Operations Strategy
- Project Management
- Quantitative Models for Business Decisions
- Services Management
- Supply Chain Management
- TQM & Six Sigma

### Strategic Management

- Firms, Markets & Global Dynamics
- Indian Multinational Strategy
- Non-Competitive Strategies

## LIST OF COURSES

### PGDM (RM) CORE COURSES

- Accounting for Decision Making
- Capital Investment Decisions
- Communication
- Cooperative Management
- Financial Reporting
- Financial Statement Analysis
- Human Resource Management
- Individual in Organisation
- Introduction to Marketing
- Introduction to Risk and Valuation
- Leadership and Team Building
- Macro Economic Analysis for Rural Society
- Management Information Systems
- Managerial Economics
- Market Research
- Operations Management
- Project Management
- Quantitative Methods
- Rural Development Administration
- Rural Environment & Public Policies
- Rural Financial Institutions and Markets
- Rural Marketing
- Rural Production & Livelihood Systems
- Social and Ethical Responsibility
- Social Entrepreneurship
- Social Research Methods
- Societal Analysis & Development Alternatives
- Understanding Development Organisations

### ELECTIVE COURSES

- Advanced Methods of Data Analysis
- Agriculture Input Marketing
- Agriculture Output Marketing
- Commodity Markets and Derivatives
- Corporate Social Responsibility
- Development Theories and Rural Polity
- Development Training
- Development Induced Displacement And Rehabilitation
- Disaster Management
- Gender Issues in Development
- Health Care Management
- ICT for Development
- Innovation Management
- Insurance & Risk Management
- Legal & Financial Management for Development Organisations
- Micro Planning
- Natural Resource Management
- Networking and Advocacy
- Participatory Qualitative Research Methods
- Procurement Management
- Project Monitoring and Impact Assessment
- Retail Management and Consumer Behaviour
- Rural Communication & Social Marketing
- Sales and Distribution Management
- Strategic Management
- WTO and Globalisation

## FEE STRUCTURE

### PGDM FEE STRUCTURE

Details	INSTALMENT					
	I Rs.	II Rs.	III Rs.	IV Rs.	V Rs.	VI Rs.
Tuition Fee	59000	59000	59000	65000	65000	65000
Infrastructure & Services	41000	41000	41000	42000	42000	42000
Co-curricular activities	5000			5000		
Insurance	500					
Placement		2000		5000		
Diploma & Convocation					5000	
Alumni Association						4000
<b>TOTAL</b>	<b>105500</b>	<b>102000</b>	<b>100000</b>	<b>117000</b>	<b>112000</b>	<b>111000</b>

### PGDM (RM) FEE STRUCTURE

Details	INSTALMENT					
	I Rs.	II Rs.	III Rs.	IV Rs.	V Rs.	VI Rs.
Tuition Fee	34000	34000	34000	38800	38800	38800
Infrastructure & Services	39000	39000	39000	40000	40000	40000
Field Exposure/ Co-curricular activities	15000			15000		
Insurance	500					
Placement		1000		5000		
Diploma & Convocation					5000	
Alumni Association						4000
<b>TOTAL</b>	<b>88500</b>	<b>74000</b>	<b>73000</b>	<b>98800</b>	<b>83800</b>	<b>82800</b>

### RESIDENCE EXPENSES (PGDM & PGDM-RM)

	1st year	2nd year
Room rent per term (Single seated)	6000	6000
Room rent per term (Double seated)	4500	4500
Board per month (approximately)	1800	1800

*These estimates do not include expenses on travel, clothing, laundry, and other personal items. The term wise room rent will have to be paid along with term fees.*

## REFUNDABLE CAUTION DEPOSITS (PGDM & PGDM-RM) AND (PGDM-PT)

	(PGDM & PGDM-RM)	(PGDM-PT)
Library	5000	2000
Residence	3000	2000
Mess	2000	1000

All refundable deposits will have to be paid along with the first term fees.

## PGDM (Part-Time) FEE STRUCTURE

Details	INSTALMENT							
	I Rs.	II Rs.	III Rs.	IV Rs.	V Rs.	VI Rs.	VII Rs	VIII Rs
Tuition fee	42000	42000	42000	42000	42000	42000	42000	42000
Infrastructure & Services	14250	14250	14250	14250	14250	14250	14250	14250
Diploma & Convocation							5000	
Alumni Association								4000
<b>Total</b>	<b>56250</b>	<b>56250</b>	<b>56250</b>	<b>56250</b>	<b>56250</b>	<b>56250</b>	<b>61250</b>	<b>60250</b>

## Residence Expenses (PGDM-PT)

Board per term	4500
Room rent per term	10500

### Mode of Payment

The first instalment of the fees is payable along with the acceptance of the offer of admission. After that, the fees are to be paid by the dates specified in the academic calendar. Sponsored candidates in the PGDM (Part-Time) must make arrangements so that the sponsoring organisation pays the fees in three annual instalments. All fees are to be paid by Banker's Cheque or Demand Draft made out in favour of Xavier Institute of Management, Bhubaneswar, and drawn on the State Bank of India, Fortune Towers branch, Bhubaneswar or on Axis Bank, Bhubaneswar.

## INSTRUCTION METHODOLOGY AND ACADEMIC EVALUATION

The faculty's main objective is to assist the student to develop qualities and internalise values, which are required for effective leadership of organisations. As this involves more than a mere learning of specific theories and tools, different teaching methods (appropriate to the skills to be developed), such as case studies, simulated games, group discussions, small group seminars, and "laboratory" exercises are used. The student's attendance and participation in class are essential.

While classroom interaction aims at developing a wide knowledge base, the student is encouraged to analyse, anticipate, innovate and otherwise prepare himself or herself for a challenging professional career.

The major objective of the Institute's evaluation system is to motivate all students towards excellence. The system seeks this objective primarily by keeping students continually informed of their performance in relation to the required standards of

academic achievement. The responsibility of performance however, is entirely up to the student.

Apart from the end term examination, a student's performance is continually assessed on the basis of class participation, presentation, projects, mid-term tests and quizzes. The evaluation system attempts to synthesize a continuous process of assessment. The Institute uses the following system for indicating the levels of achievement:

Grade	A+	A	B+	B	C+	C	D+	D	F
Quality Points	8	7	6	5	4	3	2	1	0

Other evaluation symbols used at the Institute are: I=Incomplete course work; and P = Pass for a non-credit course. Minimum Performance standards are specified in the Manual of Policies to qualify a student for promotion to next year and award of the diploma.

## PLACEMENT

The Placement Office assists students in planning their career and facilitates their entry into jobs, which match their interest. It serves as a channel of communication between students and organisations to recruit students on campus. XIMB alumni are occupying senior positions in industry both in India and abroad. Our Alumni Associations in New York, Los Angeles, London and Singapore bear ample testimony to the global presence of our Alumni...

- Accenture
- Adventity
- American Express
- Andersen Consulting
- ANZ Grindlays
- Aptivaa Consulting
- Arvind Mills
- Ashok Leyland
- Atos Origin
- Avalon Consulting
- Axis Bank
- Bank of Baroda
- Berger Paints
- BPCL
- Britannia
- Cavin Kare
- Centurion Bank of Punjab
- Cognizant
- Dell International
- Deloitte
- Deutsche Bank
- Dr. Reddy's Laboratories
- Emami Group
- Equity Master
- Ernst & Young
- Essar Group
- Fidelity
- Futures First
- Genpact
- Glenmark Pharmaceuticals
- Godrej Ind. Ltd.
- Gold Matrix Resources
- Grow Talent
- HCL
- Hewitt Associates
- Hewlett Packard
- Hindustan Coca Cola Beverages
- Honeywell
- HSBC Global Resourcing
- IBM
- ICI Paints
- ICICI Bank
- ICRA
- IDBI Bank
- Idea Cellular
- IFCI
- IMRB International
- IMS India
- Infosys
- IOCL
- Irevna
- ITC
- ITC Infotech
- J P Morgan Chase
- KPMG
- L&T
- Madura Garments
- Mahindra & Mahindra
- Marico
- McKinsey Knowledge Centre
- Microsoft
- Mindtree Consulting
- Mother Dairy
- NCDEX
- Olam International
- Pilkington Glass, UK
- Pidilite Industries
- PWC
- Reliance Ind. Ltd.
- Reckitt Benckiser
- RPG Group
- SAB Miller
- SBI
- SBI Caps
- SEBI
- Societe Generale - CIB
- Tata Sons
- Tata Steel
- Tata Tele Services
- TCS
- UBS
- United Breweries
- Vedanta Group
- Verizon
- Vodafone
- Wipro Consumer Care
- Wipro Technologies
- WNS Global

They have one thing in common.... XIMBians. They are everywhere, contributing to Corporate Excellence

### XIMB PGDM (RM) ALUMNI have had their contributions in:

- Action Aid
- AC Nielsen
- Agriculture Finance Corporation
- Amul
- Azim Premji Foundation
- BASIX
- Bajaj Allianz
- Bandhan
- Biostadt India Ltd.
- Birla Sun Life Insurance
- CMFR
- Centre for Budget and Policy Studies
- Coromandel Fertilisers Ltd.
- DCM Sriram Consolidated Ltd.
- Development Alternatives
- Deloitte Consulting
- Devgen
- FINO
- Global Agri-Systems
- Godrej Agrovet
- Greenpeace India
- HDFC Bank
- HLPPT
- ICICI Bank
- ICICI Prudential
- ICICI Lombard
- IFMR
- IMRB
- Intellicap
- Linterland Rural Initiatives
- Lintas Advertising
- Max New York Life Insurance
- MicroSave
- Monsanto
- Mother Dairy
- Naandi Foundation
- NAFED
- NCIS
- National Innovation Foundation
- Ogilvy and Mather
- Paradeep Phosphates Ltd
- PRADAN
- Pratham
- Research International
- RK Swamy BBDO
- Rural Innovation Network
- SEWA Bharat
- SIDBI
- SKS Microfinance
- Syngenta
- TATA Chemicals Ltd.
- Tata Teleservices
- Ujjivan Financial Services Pvt. Ltd.

## MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

The Institute offers Management Development Programme, designed to provide training to enhance/upgrade skills and attitude which would enhance their potential and help them to achieve the organization objectives both in Corporate and Social sector. The focus of these Programmes is to equip the professionals in the Corporate and developmental sector with appropriate skills and attitude which would add value to their optimal potential and help to achieve the organizational objectives, keeping in mind the societal needs. The Management Development Programmes encompass areas such as Organization Management, Manufacturing, Finance, Marketing, HRD and Rural Management with the focus on the synergy between the participant's personal growth and the organizational development. Lodging at Management Development Centre is in a serene and peaceful atmosphere. It also provides an enriching experience to executives to interact with other participants, students and faculties and exchange views on the latest developments in Management and Industry. The facilities provided are comparable to the best anywhere in the country. The Training Programmes are being conducted by the experienced faculty members of the institute having expertise in the corporate and academia.

## IN-COMPANY TRAINING PROGRAMMES

The Institute conducts in-company training programmes based on the specific requirements of corporate organisation and Govt. These programmes are either held in campus or at a location chosen by the client. Name of our client list includes organization such as: CTTC, OTDC, DoT, PwC, UNDP, Concern Worldwide, OFSDP, Airtel, DRDO, NALCO, Ministry of Environment & Forest, IDCOL, Indian Oil Corporation, Govt. of Orissa (Panchayati Raj Dept.), RRL, SCERT, World Bank

Institute, Nethawk Networks, OMC, ONGC, OSIL, SBI, Dept. of Science & Technology.

## CENTRE FOR DEVELOPMENT RESEARCH & TRAINING (CENDERET)

CENDERET was set up in October 1988 by XIMB as the social extension wing to bring about a marked and positive difference in the life of the common & poor people of Orissa. This originated through a social commitment of the Orissa Jesuit Society to strengthen the social development of the marginalized leading to equity and social justice.

During the last two decades or more, CENDERET has endeavoured to create a learning environment within itself and has attempted to transform the knowledge base of local level institutions into practical and pragmatic actions. Through its various developmental programmes, CENDERET has made earnest attempts not only to add value to the much needed knowledge, attitude and skills of the development players but also facilitated the process of capacity building and improving the functions of the local and regional institutions with self-reliance in the rural areas of the state of Orissa. CENDERET's activities are implemented through Regional Resource Centres (RRCs) established in three different regions of Orissa (i.e. in Western, Southern, and Eastern regions) through a central Coordination Unit.

Presently, CENDERET addresses various key theme areas such as Decentralization and Good Governance, Livelihoods and Food Security, Community Based Disaster Risk Reduction and Management, Capacity Building of Local and regional level organizations through strengthening of local leaders, groups, institutions. Besides, CENDERET concentrates as strategies on issue based Action Research Studies, Social Networking, Advocacy and Linkages for building appropriate processes and

## INDUSTRY INTERFACE



paradigm shift in development sphere. Management consultancies and independent development research studies in partnership with line departments, NGOs, CSOs, Private/Public sectors and local bodies provide ample scopes for CENDERET to plan its strategies in development and influence policies. Some of our distinguished collaborating partners are: State and central government departments, various directorates, PRIs, CORDAID, The Netherlands, DIAKONIA, Sweden, TROCAIRE, Ireland, Broederlijk Delen, Belgium, UNDP & NR International, U.K, Deloitte International, The Nimejen University, The Netherlands and so on.

## RESEARCH

The Institute has provided a world-class environment to promote research by faculty-members and students. Our library services, information and communication infrastructure, and various organisational mechanisms designed to encourage research activities constitute that environment.

To encourage faculty-members to devote time towards research activities, the Institute has implemented the following initiatives: (i) it has set up a Faculty Research Fund (which is used for meeting research project expenses, conference participation, dissemination of findings, etc.); (ii) it has limited the compulsory teaching requirement for each faculty-member to four 30-hour courses in an academic year; (iii) it has provided a research assistantship component as an incentive for the FPM students to help their guides and other faculty-members in their research work; and (iv) it has provided funds to launch a Research Training Seminar series to promote discussions on research, involving internal and external scholars in a wide variety of disciplines. The results have convinced us that we are doing the right thing in supporting research. While strengthening our efforts in this area, we also need to ensure that our research endeavours remain relevant to our environment and trigger a process of competence building within the Institute as well as in the organisations, communities, and professional groups with which we work.

## CONSULTANCY SERVICES

Consulting assignments are undertaken by XIMB through faculty members as individuals/teams on a selective basis to diagnose and solve industrial problems objectively in various functional areas of management.

## CDSME Cell

The Centre for Development of Small & Micro Enterprises (CDSME) is a decade old centre established to cater to the needs of the small-scale sector in Orissa. The centre strives to support all categories of institutions and organizations that are working in the development sector. It provides consultancy, technical inputs, helps draft proposals, devises monitoring & evaluation parameters, conducts training programmes and workshops and provides other customized solutions as per the need of the industry or the organisation. The centre has undertaken various activities like: (a) SIMAP (Small Industries Management Assistant Programme) which is a 6-month programme targeted for SSI and SSI functionaries for professional and managerial

skill development. It consists of 3 months classroom teaching and 3 months project work in the field. (b) STUP (Skill cum Technology up gradation Programme) which aims to provide basic managerial skills for small enterprises and potential entrepreneurs. This is a fully customized programme designed as per the need and requirement of the client organization. (c) Capacity building programme for MFI functionaries, Capacity building and training for Self Help Groups, and Training programme for rural entrepreneurs.

CDSME has joined hands together with UNIDO (United Nations International Development Organization) for Cluster Development Programme in the state. At the behest of UNIDO, CDSME has prepared District Perspective Plans for Handicrafts for 2 districts, the same being supported by Directorate of Handicrafts & Cottage Industries, Govt. of Orissa. SIDBI (Small Industries Development Bank of India) gives support to the centre to generate a corpus fund for conducting programmes like Skill cum Technology up gradation programme (STUP) and Small Industries Management Assistant's Programme (SIMAP) for the purpose of supporting the SSI sector in the state. KVIC (Khadi & Village Industries Commission) has identified CDSME as its Technical Agency for the implementation of the programme SFURTI in the state. The responsibilities of the Technical Agency would be identification of clusters, conducting training of CDAs and other officials, validation of cluster action plan and Monitoring & Evaluation of the programme implemented.

## ALUMNI

The Institute is proud of its alumni who carry its spirit of courage, dedication, and excellence in various walks of life. Through their talent, experience, and specialised education, some of them have come to occupy leadership positions in their chosen fields of work. Today they are spread throughout the globe, contributing as professional managers, entrepreneurs, researchers, and other specialists. In a way, our alumni community today stands for what the Institute has achieved ever since it came into being in 1987. Several of our alumni are currently occupying high positions such as CEO, Sr. VP, etc., in reputed companies and some have succeeded as entrepreneurs in India and abroad.

Our alumni have excelled as teaching faculty in various business schools, including their own alma mater. The alumni, who are visiting the Institute as faculty, enrich their courses by incorporating the contemporary issues and cases based on their corporate experiences. Some of the 'Immersion Courses' being offered by our alumni have added considerable value to our students' learning process.

The alumni office makes an effort to establish a meaningful relationship between the Institute and the alumni, which is facilitated by a comprehensive database maintained and updated for all those graduating in various programmes. In addition, annual Alumni meets called 'Sanidhya' are organised in seven cities within the country as well as in the US, the UK, Middle East and Singapore. During the month of November every year, 'Alumni Home-coming' event is hosted by the Institute. Among other activities, the Alumni Office publishes every month, an e-Newsletter called X-Post. The Alumni website of the Institute can be accessed at <http://alumni.ximb.ac.in/>

## ILLUMINATIX (Media & PR Cell of XIMB)

The Media and PR Cell of XIMB strives to bring XIMB to the fore and reinforce its image as one of the premier management institutes in the country. The cell makes sure that every event at XIMB, big or small, gets adequate coverage both at the local as well as the national level. To gain this end, it uses the electronic, print and television media, to the fullest. It has entered into strategic alliances with newspapers like “The Financial Express” and “Business Standard”, magazines like “Business World” and websites such as “www.pagalguys.com” and “www.coolavenues.com”. In addition, the cell has also tied up with TV channels like ETV and BBC. An important function of IlluminatiX is to externally communicate the internal events and internally communicate the external events. The cell understands that maintaining cordial relations with other premier B-Schools is of immense importance, and strives to achieve the same. The mission of this cell is to ameliorate the brand value of XIMB amongst the student community and in the corporate world.

Workshops, and CEO Talks are some of our endeavors. In essence, it provides a comprehensive and pragmatic exposure that helps the student stay a step ahead of the market.

## X-SYS

(Systems Association of XIMB)

X-Sys is a wholly student managed body with an emphasis on learning beyond the books. X-Sys is truly instrumental in promoting systems related activities on campus and its activities spill over from the arena of academics into practical training in the systems area. X-Sys makes its presence felt by several systems based games, quizzes, periodical seminars, talks, panel discussions and paper presentations. Based on the student community's requirements and current industry trends, it proposes elective subjects and helps the students in opting for appropriate electives. It facilitates immersion courses for students by eminent industry experts.

## STUDENT ACTIVITIES



## X-FIN

(Finance Association of XIMB)

It was said that Literature was an art and Finance a trade, but today it's the other way round. At X-Fin there are a group of artists who are devoted to taking the art of finance to greater heights. X-Fin is a group of Finance enthusiasts devoted towards igniting the passion of finance among the student community and establishing a forum for lively discussions and debate amongst the fin-enthusiast. Lucratif (portfolio designing and investment valuation game), Dalal Street (in-house stock simulation game), Finomenon (finance quizzes), Arthashastra (Annual Budget Analysis Seminar), Finshastra (Finance Journal),

X-Sys also manages the Students' LAN Server, which has a huge database of movies, softwares, academics related data and e-learning videos, all in all providing a complete package of entertainment and learning. In a nutshell, X-Sys works with the students towards an objective of inculcating the discipline and knowledge required to appreciate and understand the workings of the exciting world of Systems.

## MAXIM

(Marketing Association of XIMB)

MAXIM with its motto of “Taking marketing to the masses” aims at providing a practical perspective to the courses taught as a part of the Marketing curriculum. This is achieved through live



## STUDENT ACTIVITIES

independent consultancy projects on Market Research, Advertising & Sales Promotion Planning, New Product Testing and providing customised marketing solutions to clients. As an active student consultancy wing, its distinguished clientele include SBI, Heinz, Hutch, AVI, Panacea Biotech, Marico, Reliance, OSCB, Godrej, Dabur, Dazzle Mineral Water etc. Besides these, MAXIM takes up various knowledge building initiatives for the students such as immersion courses on emerging marketing trends, seminars and CEO talks focussed on contemporary issues in marketing, corporate and dealer interface programs, media planning games, quizzes, sessions on MR tools and sales strategy workshops.

### X-OPS

(Operations Association of XIMB)

XOPS aims to educate the students about the vital role of production and operations management. It conducts industry tours, paper writing contests, e-discussions, value sessions, workshops, and quizzes to generate students' interest in the area. Ashwamedh, the flagship event organized by X-OPS is an Annual National Seminar in Operations.

### XIMAHR

(XIMB Association for Human Resources)

XIMAHR is a student body which seeks to serve as a platform through which the students take a leap in learning and thought sharing on various issues related to the world of HR. Consistent with its vision to provide a strong impetus to learning and achieving academic excellence, XIMAHR conducts various workshops and industry seminars. It also strives to enhance the academic environment in XIMB by means of introducing new courses and working closely with the faculty members as well as the wide alumni network.

XIMAHR organizes two national events like Kshitij and Case In Point with a view to strengthen the institute-industry interface, and Prativaada-an event designed to increase the level of social awareness among the students and propose solutions to issues that are relevant to both society as well as the management discipline. It is actively involved in industry consultancy assignments in the area of HR, thereby providing rich learning experience to the students and bridging the gap between classroom and corporate. True to its caption "People First,"

XIMAHR also organizes personality development and self-enhancement sessions.

### RMAX

(Rural Managers' Association Of XIMB)

As an association of the PGDM(RM) students, the focus of RMAX is to tap the untapped potential of the rural sector. Its flagship event, Gramotsava, has proven to be an excellent platform for leading organisations from different sectors to market their products and services.

In addition to this, RMAX also plays host to a range of workshops, seminars, case studies and contests round the year. RMAX also helps the students in taking up projects with esteemed organizations - Action Aid International, HUL, Britannia, Cavin Kare, Cholayil, ICICI Bank, ICICI Lombard, ITC, PPL, Posco, DFID, UNDP, UNICEF, UNIDO - to name a few. It is here that the managerial qualities of budding rural managers are expressed at its best. The aftermath of these activities is the learning which the students attach proudly to their insignia.

### XPRESSIONS

Xpressions is an inter-collegiate cultural extravaganza held in November every year. The fields of XIMB are transformed into a rich anthology of talent. The campus is resplendent with glitterati from top-notch Business schools. There are contests' galore, both serious and zany, to suit all palates. Xpressions brings with it a wide spectrum of activities like cultural events, arts village, concerts, fashion shows, literary events, panel discussions, paper presentations, IT fair, marketing warfare, financial festival, HR panorama etc. Spread over 5 days, the event brings out the organising capabilities in students. The thrust is on students, who themselves manage every aspect of the mega event.

### SPIC MACAY

The XIMB Chapter of Society for Promotion of Indian Classical Music and Culture Among Youth (SPIC MACAY) aims at introducing the younger generation to the richness and the diversity contained in the traditional art, culture and heritage of India. It organises concerts, lecture-demonstrations, baithaks, yoga sessions, food fests, seminars on Indian classical music and dance forms and also conducts an annual festival - "Virasat."



## FACULTY



### **Amar KJR Nayak**

*BE (R.E.C. Rourkela); MBA (IIM-Bangalore)  
Research Scholar (Kobe University, Japan)  
PhD (IIT-Kharagpur)*

#### **Strategic Management**

Prof. Nayak works in the areas of International Strategy, Institutional Studies, and Case Research. He has published three books and several research papers in referred journals. He offers courses like International Business, Indian Multinational Strategy, International Management, Non-Competitive Strategies, and Social Research Methodologies. He is currently the coordinator of XIMB-Centre for Case Research and Strategic Management Area. Prof. Nayak also worked in several functional areas like engineering consultancy, product development, sales & marketing, and business development in the petrochemical industry prior to his career in academic and research.



### **Andrew Dutta**

*M.Com (Calcutta Univ.); MTP (IIMT); PhD (ICFAI Univ.)*

#### **Organisational Behaviour & HRM**

Prof. Andrew Dutta a Gold Medal winner for academic excellence, was a Visiting Research Scholar to Bentley College, Massachusetts, USA from IIMT, where he developed his doctoral thesis in Information Systems under Dr. M. Lynne Markus. He completed his PhD from ICFAI University. Before joining academics, he worked in the advertising industry for 3 years. He has publications in reputed national and international journals and edited books along with presentations in national and international conferences. Apart from teaching, Prof. Andrew is also involved in training in corporate and Government sector and providing consultancy through XIMB.



### **Asit Ranjan Mohanty**

*M.Phil (Eco), JNU; Fellow UGC, CAIIB,  
Dip in Risk Management (IIBF)*

#### **Accounting & Finance**

Starting his career in IDBI, Prof. Mohanty has worked in Commercial Banks in Senior Management positions in the Risk Management Departments. He is a member of Indian Institute of Banking & Finance,

Indian Economic Association and student member of Indian Actuarial Society of India. He has experience of preparing functional requirements in the area of Basel II and Asset Liability Management for both International and Indian Banks. Before joining XIMB, he was working as Product Manager in the Functional Expert Group (FSEG) in the Risk Analytics Division of i-flex Solutions Ltd. Bangalore.



### **Banikanta Mishra**

*MA (Delhi School of Economics)  
PhD (Stern School, New York Univ., USA)*

#### **Accounting and Finance**

Dr. Banikanta Mishra taught from 1984 to 1991 at New York University, University of Florida, and Emory University in USA before returning to his hometown in India and joining XIMB in 1991. After joining XIMB, he has been a Visiting Professor at Indian Institute of Management-Calcutta in India, WHU in Germany, and University of Michigan at Ann Arbor, University of Texas at Dallas, and University of Houston in USA. He received Jules Bogen Fellowship (given to the best doctoral student) and Sloan Foundation Fellowship while at Stern and "Outstanding Paper Award" from Financial Management Association of USA. He was a Director of BNP Paribas - Sundaram Asset Management Company, Grid Corporation of Orissa, and Industrial Development Corporation of Orissa and a Consultant to Citibank, New York and Georgetown Consulting Group, Connecticut as well as to various departments of Government of Orissa. He has also held advisory positions in National Stock Exchange of India, Clearing Corporation of India, ICFAI, Industrial Development Bank of India, and Bhubaneswar Stock Exchange. He has presented papers in various conferences in India, USA, UK, and Australia and has published papers in international journals like Journal of Finance; he has also written in Economic Times and Economic and Political Weekly. He has been in the Editorial-Board of the International Journal of Applied Management and Technology published from USA and ICFAI Journal of Applied Finance and been a referee for Journal of Business (published by the University of Chicago). His teaching interests are in Corporate Finance, International Finance, Derivatives, Financial Engineering, Risk Management, and Valuation, while his research interests are in Information Asymmetry, Market Efficiency, Risk Measurement, and Economic Development.



### **Bibhu Prasan Patra**

*MA (Utkal); MPhil (NEHU, Shillong)*

*PhD (IIT Kanpur)*

#### **Strategic Management**

Dr Bibhu Prasan Patra is an Associate Professor in the Strategic Management Area. Currently he is teaching Business Ethics and International Business Ethics. His research interest is in the area of Applied Ethics. Besides Business Ethics, he has widely worked on Bio-Medical Ethics, Development Ethics and Environmental Ethics. At present he is pursuing his research on Ethics and Governance. He has published a book entitled An Introduction to Scientific Method. Dr Patra has presented many papers in the national forum.



### **Bireesh Kumar Sahoo**

*MA (Eco); MPhil (Hyderabad Univ.); PhD*

*(IIT, Kharagpur)*

*JSPS Postdoc. Fellow (GRIPS, Tokyo, Japan),*

*Lise Meitner Postdoc. Fellow (WU-Wien, Austria)*

#### **Economics**

Prof. Sahoo has ten years of teaching and research experience after Ph.D in India and abroad. Has been the recipient of three prestigious post-doc fellowships: JSPS Postdoctoral Fellowship for 12 months in 2001-02 awarded by the Japan Society for the Promotion of Science (JSPS), Japan; (Senior) Lise Meitner Postdoctoral Fellowship for 12 months in 2007-08 by the Board of Austrian Science Fund (FWF), Austria; and Postdoctoral Fellowship for 36 months in 2007-08 by the Administration Board of Fundo Regional Da Ciência E Tecnologia (FRCT), Portugal. Has also been awarded the Second Young Management Researcher Award in 2008 by the Association of Indian Management Scholars (AIMS) International. Has been credited with 21 publications in various scholarly international journals of repute. Has co-authored a book published by Palgrave Macmillan, London. Currently serving as a member in the Editorial Boards of AIMS International Journal of Management and International Journal of Information Systems and Social Change; and also serving as reviewer for several international journals of repute. Currently working on several research projects in the field of production frontier analysis with several scholars in India, Japan, Europe and North America.



### **Bishnu Prasad Mishra**

*M.A (Eco), DSE; CAIIB, PhD (Utkal Univ.)\**

#### **Accounting & Finance and Rural Management**

Professor Bishnu Prasad Mishra has started his professional career with State Bank of India, India's premiere Commercial Bank after passing out of Delhi School of Economics, Delhi. He worked in the area of Corporate Finance, Inter-National Banking, as well as Retail and Rural banking space. He had also a stint in New York office of SBI handling Euro-dealing operation and treasury management. His current area of research interest is credit rating of SME's.



### **Biswa Swarup Misra**

*MA, PhD (Patna); CAIIB*

#### **Economics**

Professor Misra teaches courses in Economics and Finance. He has joined XIMB on lien from the Reserve Bank of India. He has been a core team member in Reserve Bank's research publications and resource person for policy documents. Known for his works in the field of Applied Econometrics, he has been a visiting faculty in the Reserve Bank's research establishments. His research interest includes study of Growth Dynamics, Fiscal Behaviour, Finance and Development, Restructuring Strategies for Social Banking and Macro Economic Modelling. Prof. Misra has published in Banca D'Italia's Conference Volume of Workshop on Public Finance, Reserve Bank's Occasional Papers, the Journal of Quantitative Economics, the Indian Economic Journal and Prajnan. He is the author of, 'Regional Growth Dynamics in India in the Post-Economic Reform Period', a book published by Palgrave Macmillan, UK.



### **Brajaraj Mohanty**

*MCom (Utkal); Fellow (IIM-Ahmedabad)*

#### **Strategic Management**

Professor Mohanty has over 35 years of teaching, research and consulting experience. A former faculty-member of IIM-C, he was the Editor of its management journal Decision. He was also the Chairman, PG Council of Utkal University, and the Editor of the management journal Sankalpa. Presently, he is the Editor of Vilakshan the XIMB Journal of Management. He has been a consultant to about 15 organisations in the past. He is also a member of the All India Board of Management Studies of the AICTE. He has authored three books, and published in several international journals.



### **C Shambu Prasad**

*B. Tech & MS (IIT, Madras); PhD (IIT Delhi)*

#### **Rural Management**

Dr Shambu Prasad was trained as an engineer before he broadened his research interests under the broad areas of science, technology and society studies or STS. His research interests include public policies, innovation management, natural resource management, science policy studies, institutional dynamics of government civil society market interfaces and institutional learning and change. He teaches core courses on Rural Environment & Public Policies and Social Entrepreneurship, and offers electives in Natural Resource Management, Innovation Management, Networking and advocacy etc. He has carried out research and training for organisations interested in evaluation with a learning focus and coordinates a dialogue forum on Knowledge In Civil Society or KICS that brings together experiences from the field and science studies perspectives around issues relating to science and democracy. He is a member of the international network on Institutional Learning And Change (ILAC) and the global social entrepreneurship community. He has been involved in studies and has published on innovation with a systems and pro poor focus in agriculture, rural development, energy and environment.



### Dipak Misra

*BSc. Engg. (UCE, Burla); ME (NIT, Rourkela)  
PhD (Utkal Univ.)\**

#### Information Systems

Professor Misra has 15 years of industry experience in diversified fields like Production & Operations Management, Project Management, Safety & Environment Management, and in design and implementation of Quality System Standards. He has 12 years of academic experience in a many fields of Computer Science like Structured & Object-Oriented Analysis, Design & Programming, Data Structures, Design and Analysis of Algorithms, UNIX Operating Systems & Korn Shell Programming, Computer Networking, UNIX Networking & Berkeley Sockets Programming, Broad-Band – ISDN networks, Software Engineering, Management Information Systems. His current areas of interest are – Information Systems Management, Strategic Information Systems, Business – IT Alignment, E Business & Ecommerce, and Agile Information Systems.



### DP Dash\*\*

*BTech, Hons (IIT Kharagpur); PGDM (XIMB)  
PhD (Lincoln, UK)*

#### Strategic Management

Dr Dash teaches courses on strategy and conducts research training seminars. His approach tends to be interdisciplinary, informed by his studies in technology, management, social and behavioural sciences, systems science, philosophy, etc. He was the Coordinator of the Institute's doctoral-level Fellow Programme in Management (FPM). Dr Dash is an active participant in several international academic networks. He is the founding editor of the Journal of Research Practice (AU Press) and an editorial advisor to the journal, Systems Research and Behavioral Science (Wiley). He is currently (on lien from XIMB) working at the School of Business and Enterprise, Swinburne University of Technology, Sarawak, Malaysia.



### DV Ramana

*MCom, MPhil, PhD (Utkal Univ.)*

#### Accounting and Finance

Dr. Ramana's teaching interests are in the areas of Financial Accounting, Strategic Management Accounting. At present, his research activities are in the areas of corporate reporting and practices, and regulatory accounting. He is a member of the Zonal Advisory Committee of the Life Insurance Corporation of India, and a Director of Orissa State Housing Board and Orissa State Financial Corporation. He is also a member of the State Advisory Committee of the Orissa Electricity Regulatory Commission (OERC); a member of one of the Financial Reporting Review Groups of the Institute of Chartered Accountants of India. He was a Director of Bhubaneswar Stock Exchange as a public representative nominated by Security Exchange Board of India. Dr. Ramana is an academic advisor of SPJCM, Singapore and Dubai. He is actively involved in various consultancy activities undertaken by the Institute. He was associated with Pricewaterhouse Coopers limited and worked on the Power Sector Reforms Project of Orissa He is a honorary consultant to

the Government of Orissa for the valuation and financial restructuring of the state level enterprises.



### Fakir Mohan Sahoo

*MA (Utkal Univ.), Ph.D.  
(Queens Univ., Canada)*

#### Organisational Behaviour & HRM

Dr. Sahoo is a Research Professor in the Organisational Behaviour & HRM Area and teaches Organisational Behaviour. He has more than 30 years in teaching and research at the Postgraduate level and was also a Visiting Professor to Queens University, Canada. He has published more than 10 books in psychology and has been awarded the Canadian Commonwealth Scholarship and the Shastri Indo-Canadian Fellowship. He has guided more than 30 doctoral students. He is a former Professor and Head of the Centre of Advanced Study in Psychology.



### George Joseph, SJ

*PGD PM&IR (XLRI); PhD (Madras Univ.)*

#### Organisational Behaviour & HRM

His teaching interests include Leadership and Team Building, Stress Management, Personality Development etc.



### Gopal Krishna Nayak\*\*

*BTech (IIT Kharagpur); PGDM  
(IIM Bangalore)  
PhD (IIT Kharagpur)*

#### Information Systems

Professor GK Nayak has been instrumental in the establishment of IT infrastructure in the XIMB campus. He has taught courses in areas of Information Systems, Quantitative Methods and Operations Management. His research interests are in E-Commerce Technologies and Flexible Manufacturing Systems. He is currently (on leave from XIMB) the Director of IIIT, Bhubaneswar.



### Ibha Kumar

*MA (Kanpur); PhD (IIT Kanpur)*

#### Strategic Management

Dr. Kumar is a faculty in the Strategic Management Area and teaches Communication. She has more than twenty years of research and teaching experience. She has taught in IIT-Kanpur, and Central Institute of English and Foreign Languages, Lucknow branch. Her courses include, Communication, Interactive Presentation and Corporate Etiquette, and Training in Interactive Presentations. She has been conducting sessions on Pranayama, Dining Etiquette, Corporate Group Discussions and Personality Development. She has conducted training programmes in Communication and Marketing, Public Relations and Courtesy, Effective Communication and Presentation Skills, and Business Etiquette. She has publications in national and international journals. She has also authored a book. Her areas of interest include, Intercultural Business Communication, Corporate Etiquette, Communication Skills for Marketing Executives, Self Management for Proficient Communication, Management & Indian Mythology, and Ethical Issues in Communication.



### **Latha Ravindran**

*MA (Madras); MPhil, PhD (Coimbatore)*

#### **Economics**

Dr Latha Ravindran, teaches core courses such as, Micro-economics and Macro-economics. A doctorate in Economics, she joined the Institute as a faculty member in 1988. She has carried out a number of research studies in the social sector that are sponsored by organisations including the World Bank. In recent times, various research and consultancy are taken-up by her on displacement and rehabilitation issues. She is a course writer for IGNOU's web-based course in Development, Displacement and Rehabilitation.



### **MN Tripathi**

*BSc: Engg (REC Rourkela); PGDM*

*(IIM Ahmedabad); PhD (Utkal)\**

#### **Marketing**

Prof. M.N. Tripathi has worked for more than 23 years in domestic and multinational companies. His experience has largely been in Sales and Marketing, with a brief stint in Logistics and Distribution. He has extensive experience in the paints, tyres and alcoholics beverages industries. Companies, in which he has served are Asian Paints Ltd, Shalimar Paints Ltd, Shaw Wallace and Company Ltd, Dunlop India Ltd, Whyte and Mackay (India) Ltd and Jagatjit Industries Ltd. Between the three industries, he has worked in almost every major market in this country. For the last six years, prior to joining academics, he was heading the Sales and Marketing function. Prof. Tripathi teaches electives in Integrated Marketing Communication, Consumer Behaviour and Selling and Negotiation apart from the course in Marketing. His research interests are in Consumer Satisfaction and Customer Servicing. He has written several papers and cases published in national and international forums in Marketing and other areas. He is also an avid trainer and has conducted training programmes on Selling Skills, Negotiation Skills, Customer Service Management, Basic Marketing Skills and Effective Managerial Skills. He is currently the coordinator of the two-year PGDM programme.



### **Niraj Kumar**

*BSc: Agri & AH, MSc: Agri (GBPUAT)*

*PhD (IVRI, Izatnagar)*

#### **Rural Management**

Prof. Kumar teaches subjects related to Development Communication, Strategic Extension, Agri-Business Management, and Community Based Approaches of Rural Management. He has been a keen student of agriculture production and marketing systems in India and has been providing training and consulting services to various corporations, government departments, and development organisation on the subject. He has worked extensively in the forestry sector and has helped various national and international agencies in formulating strategies for participatory forest management. His areas of interests are procurement and marketing of agriculture produces, community mobilisation and institution building, and participatory management of natural resources. Prior to joining to XIMB he was the faculty at IIFM, Bhopal for more than a decade.



### **PK Mohanty**

*MCom, MBA; PhD (Sambalpur University)\**

#### **Accounting & Finance**

Prof. Mohanty has served many organizations at senior executive level and possesses many years of corporate experience. He was also a Consultant to BSNL for a period of 3 years. He has more than 4 years of teaching experience and has participated and presented papers in National as well as International seminars. He teaches "Financial Accounting" and "Mergers and Acquisitions" His research interests are in the areas of "Value Relevance of Accounting Numbers". He is a member of Indian Accounting Association.



### **PT Joseph, SJ**

*MSc (Madras Univ.)*

*MBA (St. Joseph's Univ., Philadelphia)*

*PhD (Marquette University)*

#### **Information Systems and Organisational Behaviour**

Fr Joseph is the Director of the Institute and Professor of Information Systems and Organisational Behaviour. Earlier he was the Professor of Information Systems and Organizational Behaviour at XLRI, Jamshedpur. Fr Joseph has authored several books on e-commerce and a book on 'EQ and leadership'. He has also conducted many consultancy and in-house training programmes for Business organisations.



### **Panka Toppo, SJ\*\***

*MA, MPhil (St. Joseph College, Trichy)*

*PhD (Pondicherry Central University)*

#### **Rural Management**

Dr. Panka Toppo, SJ is teaching Societal Analysis and Development Action and Macroeconomics. Presently he is Development Consultant for Caritas India. Earlier he was the Founder Director of Xavier Institute of Development Action and Studies (XIDAS), Jabalpur for 10 years. He has done certificate courses in Small and Medium Business Management (UFSIA, Belgium) and Advanced Management (MDF, Colombo). He has more than 25 years of experience in teaching, training, research supervision, NGO Network and project co-ordination with national and International organisations. He is a recipient of the national award for his contribution in the field of social and educational development. His interest is to motivate young students to social entrepreneurship for social change. He is currently on leave as principal of NISWASS.



### **Paromita Goswami**

*MCom (Calcutta Univ.); PhD (BITS, Pilani)*

#### **Marketing**

Dr. Goswami teaches subjects in the area of Marketing. She did her PhD in the area of youth consumer behavior. She has ten years of academic experience and two years of industry experience. She has taught in St. Xavier's College, Kolkata for seven years and ICFAI Business School, Kolkata for about a year before joining XIMB. Her research interests include grocery retailing, youth marketing, psychographics, shopping behavior, media studies, AIDS-related communication strategies, gender discrimination and education marketing. She has presented papers in national and international conferences and has published research papers in refereed journals in India and abroad.



### **Pradip Kumar Bala**

*BTech (Hons.), MTech (IIT, Kharagpur)*

*PhD (IIT, Kharagpur)*

#### **Operations Management & Decision Sciences**

Prof. Bala teaches subjects in the areas of 'Operations Management' and 'Information Systems'. His research interests are in the areas of 'data mining algorithm', 'business applications of data mining' and 'multi-item inventory modeling'. He has published/ presented several research papers in international journals and conferences. He has served as reviewer for European Journal of Operational Research (Elsevier). Prior to academics, he was working as Manager in Industrial Engineering Department of TATA Steel, Jamshedpur.



### **Prahlad Mishra**

*MA, PhD (Sambalpur)*

#### **Economics & Strategic Management**

Dr Mishra teaches core courses in Economics and Strategic Management area. He has undergone several short courses in the areas of Research Methodology in the country and abroad. He specialises in Econometrics and Multivariate Data Analysis. Has several publications in national and international journals of repute. Has conducted several research projects sponsored by national and international agencies. Dr Mishra's current interest is in the areas of Forecasting Methods and Econometric Models in the functional areas of Business Management.



### **Rajeev Roy**

*PGDM (IIM, Ahmedabad)*

*LLB, PhD (Utkal)*

#### **Marketing**

Rajeev Roy teaches marketing and entrepreneurship. He had over nine years of industry experience before joining XIMB. Currently he teaches the core course in marketing as well as electives on Services Marketing, International Marketing and Entrepreneurship. He conducts training programmes on Innovation and Entrepreneurship. He is also a visiting faculty at Sellinger Business School at Baltimore, USA. He is the recipient of the Romesh Wadhvani Fellowship for teaching entrepreneurship. His current research interests are centred on entrepreneurship and marketing, particularly the field of entrepreneurial marketing. He has published several research papers and case studies pertaining to these topics. He has also written a book titled Entrepreneurship which was published by Oxford University Press



### **SK Bishwal**

*BSc. Engg. (Hons) (REC Rourkela);*

*MTech, IE & OR (IIT Kharagpur)*

#### **Operations Management**

Prof. Bishwal has worked in the corporate sector for nearly 32 years mostly in the areas of operations management. He was the chief of manufacturing for the Spirits Division of UB Group before he became the Chief Operating Officer for the eastern region. He has been actively associated in corporate training & Management consultancy. He

teaches Production & operations Management, Project Management & Supply Chain Management.



### **SP Das**

*MA, LLB (Sambalpur); DSW (Bangalore)*

*PhD (Utkal)\**

#### **Economics & Rural Management**

Prof. S.P. Das teaches Economics and Business Law. He is associated in the teaching of core as well as elective courses in Economics and Business Law. Apart from teaching, he has been a consultant to many corporate bodies in Rehabilitation and Resettlement along with the CSR programme formulation. He conducts training programmes in the area of CSR and Social Development. He is a recognized trainer in the field of Rural Entrepreneurship. He also provides consultancy services to Government of India and many International Development Agencies in Planning, Implementation, Monitoring and Evaluation of Rural Development Programmes in the country. His current areas of interest are Changing Business Environment and Micro Credit Management. He has published books and articles in the field of Group Entrepreneurship in case of Rural Poor.



### **S Peppin**

*MA (Loyola, Madras);*

*PGDHA, MPhil, PhD (JNU)*

#### **Rural Management**

Dr. S. Peppin is a Professor in the area of Rural Management teaching Organisation Behaviour (Group Behaviour), Organisation Change and Development, Development Training, Disaster Management and Healthcare Management. Prior to joining XIMB he was a faculty at Loyola College, Chennai and IGNOU, Delhi. He has also worked with Voluntary Health Association of India (VHAI) and with Indo-Swiss Natural Resource Management Programme Orissa as a Senior Programme Advisor on Human and Institutional Development. He was the coordinator of PGDM (RM) and also the Chief Coordinator for the Certificate Programme in Leadership and Managerial Proficiency (LAMP) offered for the People Living with HIV in collaboration with UNDP. Currently he is coordinating the Centre for Healthcare Management (CHM) at XIMB. He has been a consultant to GTZ, UNDP, UNICEF, DRDO (Ministry of Defence, GoI), Swiss Caritas, and various leading NGOs in India. His current areas of interest include, Human and Institutional Change & Development, particularly in the Public Sector, Servant Leadership, Millennium Development Goals, Ethics & Quality in Healthcare and Capacity Building of People Living with HIV. He has undertaken health related evaluation assignments in Brazil, Bolivia, Venezuela, Colombia and Costa Rica.



### **SS Ganesh**

*MHRM, MPhil (M.K. University),*

*PhD (Dharam Singh Desai University)*

#### **Human Resource Management**

Dr. S.S. Ganesh teaches "Employment Relations" and "Strategic Compensation Management" courses in Human Resource Management area. He did his Ph.D in the area of executive performance appraisal

and executive alienation. He is also operating as a consultant and trainer in the areas of strategic compensation management, performance management and human resource development to both for profit and not-for-profit organizations. Prior to joining XIMB, Prof. Ganesh was an Academic Associate at IIM Ahmedabad four years and His research interests are in the areas of Employment Contracts, Performance Management and Executive Alienation. He has published research papers in national journals, book chapters and presented papers in national and international conferences.



### **Sambit Mukherjee**

BSc: Engg; MSc (Case Western Reserve Univ., USA); PhD (University of Texas, USA)

#### **Operations Management & Decision Sciences**

Prof. Mukherjee's teaching interests are in Operations Research and Statistics. He was associated with IILM, New Delhi prior to joining XIMB. He has 10 years of experience in a software development and consulting organisation.



### **Sandip Anand**

MA (Allahabad);  
MPS, PhD (IIPS, Bombay) \*

#### **Marketing**

Professor Anand teaches subjects in the area of Marketing. His current research interests are in marketing cognition and public-private partnerships. Prior to joining XIMB, he was teaching at Mudra Institute of Communications, Ahmedabad (MICA). In marketing research Industry, he has been associated with TNS Global, NFO, BMFI (Synovate India now) and Drshti. He has several national and international publications to his credit. He has provided his MR based consultancy to various corporations in India and abroad.



### **Sanjay Mohapatra**

B.E. (NIT Rourkela); M.Tech (IIT Madras)  
PGDM (XIMB); PhD (Utkal)\*

#### **Information Systems**

Prof. Sanjay Mohapatra has more than 21 years of industry experience working in various capacities in organizations like Hindusthan Aeronautics Limited, Larsen & Toubro, PricewaterHouse, Infosys, Polaris & J&B Software. His teaching interests are in IT Strategy and Management Information Systems and research interests are in the area of IT enabled processes. He has published two books, many papers in national and international journals and conferences.



### **Saveeta Mohanty**

PGD PM&IR (XLRI); PhD (Utkal)\*

#### **Human Resource Management**

Prof. Saveeta Mohanty began her career at the Corporate HR department at Wipro Corporation Limited. Thereafter she worked in Bhubaneswar as a Management Consultant in the HR area, and was the Advertisement Manager at a local group of publications. In 1991, she initiated a project for the manufacture of Hair Oils

and Tooth Powders, under license from Dabur India Limited. She successfully set up the unit in a record time of 7 months and won the OASME Award for the Best Lady Entrepreneur of the State in 1997. She was a part time faculty at XIMB since 1987, before joining as a full-time faculty member in 2005. Apart from her teaching assignments, she has been the Faculty Coordinator of the Placement Committee at XIMB since May 2005 and also the MDPs Coordinator for a period of two years. She is also a trainer specializing in the area of Soft Skills. She has been a Member of the Local Board of the Orissa Region of the State Bank of India. Prior to that she was a Member of the National Advisory Committee of the Small Industries Development Bank of India (SIDBI) for a period of three years. She is an active member of the CII. Has been a part of the Executive Committee of the State Council of CII and has headed the Sub Committee for the Small Scale sector and has also been a part of the Finance Sub-Committee.



### **Shridhar Kumar Dash**

MA (Economics)  
PhD (Finance) (IGIDR)

#### **Accounting & Finance**

Dr. Dash has over 14 years of experience in research and corporate sector. Before joining XIMB he was Vice President and Head of Risk and Information Management at Reliance Retail – Membership, Finance and Travel Services. Dr. Dash also held the position of Sr. Vice President and Head, Decision Management for Citigroup India – Global Consumer Group and the position of Director, Credit Strategy in American Express – US Consumer and Small Business Services. He started his career in GE Capital and worked in many GE Capital businesses in the area of Business Analytics.



### **Soumya Guha Deb**

BCE (Hons), (JU); PGDBM, Fellow (IIMC)

#### **Accounting and Finance**

Dr. Guha Deb offers courses like Financial Institutions & Markets and Financial Management. His teaching interests are in the areas of Corporate Finance, Portfolio Management, Derivatives, Fixed Income markets and International Finance. His research interests include Market efficiency, asset pricing models, volatility modeling and financial econometrics, mutual funds and portfolio management and risk measurement. Before joining academics he has worked in various senior capacities in the construction and infrastructure finance industry for about a decade.



### **Subhajyoti Ray**

M-Stat (ISI); Fellow (IIM-Ahmedabad)

#### **Operations Management & Decision Sciences**

Prior to joining XIMB, Prof Ray worked for nearly 6 years with the Reserve Bank of India. His experience has been in the area of Information systems and statistical analysis. He has also been a visiting faculty to ESSEC Business School in France. His current research interests are in e-governance and innovative applications of ICT for development.



### **Subha Kant Padhi**

*FCA (ICAI), DISA (ISA); PhD (Utkal)\**

#### **Accounting and Finance**

Professor Padhi, before joining XIMB, practiced as a Chartered Accountant for about 10 years and has been a consultant to many Indian and Overseas Companies. His teaching areas are Cost & Management Accounting and Corporate Tax Planning. His current research interest is transfer pricing.



### **Subhasis Ray**

*BE, PGDBM (IIM-C)*

*PhD (Osmania Univ.)\**

#### **Marketing**

Professor Ray's teaching interests include sales and distribution management, retailing and areas related to strategic corporate social responsibility. He has worked for eight years with global corporate groups like FOSROC, HILTI and the TATA group in the area of sales and marketing. Prior to joining XIMB, he has taught in ICFAI Business School, Hyderabad. His case studies are available at the European Case Clearing House and taught at leading business across the world. He has edited one book on Corporate Social Responsibility. His case and research articles have been published by leading publishers like Springer and John Wiley & Sons. Prof Ray has been involved in training programmes with AP Government, NICMAR and various corporate bodies. He is an active consultant, working with leading industrial groups in the Middle East on market entry and development strategy.



### **Sudhanshu Shekhar Singh**

*MA (Sociology), PGDRD (XIIS Ranchi)*

*Dip. In Sustainable Mgmt. (Univ. of Birmingham)*

#### **Rural Management**

Professor Singh teaches courses like Development Administration, Project management, and Micro-level Planning. He is actively involved in several social action research projects sponsored by national and international agencies. His current research interests are in Micro level Planning, PRI, Governance and Self Help Cooperatives.



### **Surya Prakash Singh**

*BTech (BIET Jhansi); MTech,*

*PhD (IIT Kanpur)*

*PDF (NUS, Singapore)*

#### **Operations Management & Decision Sciences**

Dr. Singh's research interests are in O.R., Optimization, and Operations management. His work has been published in reputed journals, such as, Int. Journal of Production Research, and International Journal of Adv. Manufacturing Tech. He also serves as a reviewer for several management science journals. He is a member of International Association of Engineers, Hong Kong. His biography appeared in Marquis, USA Who's Who in Science and Engg., 2008-09, 10th edition, Dec. 2007.

\* Work in progress

\*\* On Leave



### **Tony Uvary, SJ**

*PGD PM&IR (XLRI)*

*PhD (Madras University)*

#### **Organisational Behaviour & HRM**

Fr. Tony S.J. is teaching Organisational Behaviour for the last 4 years. Presently he is the Dean Administration in the institute. He has published number of articles in the reputed journals. He conducts training programmes for various organisations in the area of team work for the star performers. His research interests are in the area of leadership and personnel effectiveness. His current area of research is the relationship between HR practices and the performance of the business organisations.



### **Umesh H Rao**

*MSEE (Oklahoma State Univ., Stillwater, USA)*

#### **Information Systems**

Professor Umesh is an Associate professor in the Information Systems area. He has more than 12 years of working experience in the area of telecommunications, data communications and information security. Prior to XIMB, he held senior management positions at Wipro Technologies, McAfee, Cisco Systems and AT&T Bell Laboratories in USA. He was also an Adjunct Faculty in New Jersey, USA teaching Computer Networks, UNIX and other Computer Science subjects.



### **WS William**

*BTech (Hons.), MTech, PhD (IIT Kharagpur)*

#### **Operations Management & Decision Sciences**

Professor Winfred S William has started his professional career with Engineers India Limited, India's largest Engineering Consulting firm and was involved in planning and monitoring of several mega projects. He subsequently joined as faculty in National Institute of Industrial Engineering (NITIE) to fulfil his passion for teaching and research. At present, Dr. William is a Professor and Dean (Academics) at XIMB. He has been teaching Operations Management, Project Management and Business Process Reengineering to postgraduate students of management. He published scholarly articles in the area of Operations Management and Project Management. His current area of research interest is Services Operations Management. He has been awarded IBM Faculty Award in 2007 for his contributions in Services Operations.

## ADJUNCT FACULTY

### **Indranil Chakrabarti**

*MSc (IIT Bombay); Fellow (IIM-A)*

#### **OB & Global Dynamics**

### **M K Samal**

*MCom (Utkal); FCA, DISA (ACAI); PhD (Utkal)*

#### **Accounting & Finance, and General Management**

### **Snigdha Pattnaik**

*PGD PM&IR (XLRI); PhD (Utkal Univ.)*

#### **Organizational Behavior & HRM**

## PART TIME AND VISITING FACULTY

**AC Jesurajan**

B.Sc., L.Ph., M.A. (Leicester, UK)  
Faculty, XLRI, Jamshedpur

**AH Kalro**

Executive Director  
Board of Management  
AES PGIBM, Ahmedabad

**Ashok K Sar**

PGDM (XIMB); PhD (Utkal)\*  
Faculty, KIIT School of Mgmt,  
Bhubaneswar

**Ashok Sarkar**

Head - SQC & OR Unit  
Indian Statistical Institute, Mumbai

**Avinash Samal**

MA (Pol.Sc.), PhD (ISEC), Bangalore  
Consultant  
IPPG Project on State Business  
Relations and Pro-Poor Growth  
Manchester University, Manchester, UK

**Biju Dominic**

PGDM (XIMB)  
CEO – FinalMile, Mumbai

**Chandan K Parhi**

MA, PhD\* (Utkal)  
Faculty, KSOM, Bhubaneswar

**Chandralekha Rath**

Faculty, Nu Star Solutions and Services  
Bhubaneswar

**EH McGrath, SJ**

MA (Georgetown); MS (Chicago)  
Director, Human Life Centre,  
Bhubaneswar

**Francis Castelino**

Project Manager – Enterprise Solutions  
INCAT, Jamshedpur

**Golaka C Nath**

MA (Calcutta); MBA (Jadavpur);  
PhD (Goa)  
VP (Economic Research & Surveillance)  
The Clearing Corp. of India Ltd.,  
Mumbai

**Jacob D Vakkayil**

FPM (XIMB)  
Faculty, IIM-Calcutta

**Jeevan J Arakal**

PGDRM (XIMB); PhD\* (IIT, Bombay)  
Faculty, CSREM, Parlakhemundi

**Jomon MG**

MPhil (Delhi); Fellow (XLRI-AHRD)  
Faculty, XLRI, Jamshedpur

**KC Samal**

Dy. General Manager (Fin),  
NALCO, Damonjodi

**Krishna Das Gupta**

MBA, PhD (Utkla)  
Faculty, MDI, Gurgaon

**M Kandasami**

FCA, DISA  
Chartered Accountant  
Consultant, Chennai

**Manaw Modi**

MD/CEO, Karma Strategies  
Bhubaneswar

**NC Kar**

MCom, PhD (Utkal Univ.)  
FDP (IIM- Ahmedabad)  
Faculty, Dept. of Business  
Administration, Utkal Univ.

**Naveen Bhatia**

PGDM (IIM-B)  
Faculty, NLDIMSR, Mumbai

**P Premkumar**

MA (TISS), LLB (Bombay), DMSM  
(BTC, Mumbai)  
General Manager (HR)  
Vodafone ESSAR Ltd, Mumbai

**P Venugopal**

PGDM (IIMA), Fellow (IIMA)  
Faculty, XLRI, Jamshedpur

**PK Mohanty**

Reader, Dept. of Business  
Administration, Utkal University

**PK Padhi**

LLM (Cochin); PhD (Utkal)  
Faculty, XLRI, Jamshedpur

**Pitabas Mohanty**

MA in App. Eco (Utkal), CA (ICWAI),  
FPM (IIMB)  
Faculty, XLRI, Jamshedpur

**Pradip Kumar Lath**

MCom (Delhi); PGDM (XLRI)  
FCA (Fellow, I.C.A.I.)  
Practising Chartered Acctt.  
Sambalpur

**Pranab Misra**

Faculty, ICFAI Business School,  
Bhubaneswar

**RK Bal**

PhD (Utkal), FDPM (IIM-A)  
Faculty, PG Dept. of Commerce  
Utkal University

**Raghu Ram Tata**

MSc (Limnology) Bhopal University,  
PhD (Saurashtra University)  
Faculty, XLRI, Jamshedpur

**Richard Modjeski**

PhD (USA)

**S Govindrajan**

PGDM (IIMA)  
Dean (Academics), Praxis, Kolkata

**Saji KB Nair**

BTech, MBA, PhD (SJM SOM, IIT  
Bombay), Fellow (AMS)  
Faculty, IIM Lucknow

**Sanjeev Kapoor**

MSc, PhD (GB Pant Univ.)  
Faculty, IIM Lucknow

**Sanskritirani Desai**

Master in Financial Management  
Mumbai

**Saroj K Mahapatra**

PhD (Utkal), GM & Head  
(HR, Admin, R&R), POSCO India  
Bhubaneswar

**Sheila R. Chakrabarti**

BE (NIT, Rourkela), PGDM (XIMB)

**Sudhanshu K Sahu**

Asst. General Manager (Finance)  
CESCO, Bhubaneswar

**Sukhpal Singh**

PhD (Eco), Institute for Social and  
Economic Change, Bangalore Univ.  
Faculty, CMA, IIMA, Ahmedabad

**Sunil K. Agrawala, PMP**

M.S.(Comp.Sc.), USA  
Bharti Consulting Inc.

**Sunil K Parameswaran**

Director & CEO  
Tarheel Consultancy Services, Bangalore

**Surya Dev**

PhD (Utkal)  
Faculty, Institute of Management &  
Information Science, Bhubaneswar

**Sushanta K Mallick**

MA Hyderabad), PhD (Warwick)  
Faculty, School of Business and Mgmt.  
Queen Mary Univ of London

**Tushar Kanta Pany**

MMS, PhD (Utkal)  
Faculty, MSICM, Bhubaneswar

## ADMINISTRATION

Director	PT Joseph, SJ
Dean - Academics	WS William
Dean - Administration	Tony Uvary, SJ
Dean - Finance	George Joseph, SJ
Admissions	Latha Ravindran; Xavi Thomas
Alumni	Latha Ravindran
CDSME Cell	SP Das
CENDERET	Gyan Prakash Kujur, SJ
Complaints Committee at Workplace	Paromita Goswami
Computer Centre	PT Joseph, SJ; Dillip Rath
Consultancy	PT Joseph, SJ
Developmental Training Programmes	LD Swain
External Interface	PT Joseph, SJ
FPM	SP Singh
Hostel	Tony Uvary, SJ
International Affairs	PT Joseph, SJ
Library	BS Mishra
MDP-Training	Santosh K Bishwal
PGDM	Subhajyoti Ray
PGDM (PT)	Dipak Misra
PGDM (RM)	SP Das
PGPMI	Asit Ranjan Mohanty
Placement & Industry Interface	Saveeta Mohanty
Student Affairs	Rajeev Roy
Technology Enabled Learning	PK Mohanty



## ACADEMIC COMMITTEE

WS William, Dean - Academics	Chairman
Soumya Guha Deb	Accounting and Finance
Latha Ravindran	Economics
Dean (Academics)	General Management
Amar KJR Nayak	Strategic Management
Sanjay Mohapatra	Information Systems
Sandip Anand	Marketing
Andrew Dutta	OB/HumanResource Management
Santosh K Bishwal	Operations Management & Decision Sciences
C Shambu Prasad	Rural Management
Subhajyoti Ray	PGDM Coordinator
Dipak Misra	PGDM (PT) Coordinator
SP Das	PGDM (RM) Coordinator
Asit R Mohanty	PGPMI Coordinator
SP Singh	FPM Coordinator
PK Mohanty	TEL Coordinator





## BOARD OF GOVERNORS

**Chairman**

**Rajive Kaul**

Chairman & Managing Director  
NICCO Corporation Ltd., Kolkata

**Vice-Chairman**

**PT Joseph, SJ**

Director  
Xavier Institute of Management, Bhubaneswar

**Secretary**

**W. S. William**

Dean, Academics  
Xavier Institute of Management,  
Bhubaneswar

**Treasurer**

**George Joseph, SJ**

Dean, Finance  
Xavier Institute of Management  
Bhubaneswar

## MEMBERS

**Tarun Kanti Mishra, IAS**

Chief Secretary  
Government of Orissa  
Bhubaneswar

**Sarthak Behuria**

Chairman  
Indian Oil Corporation Ltd.  
New Delhi

**E Abraham, SJ**

Director  
XLRI, Jamshedpur  
Representative, Orissa Jesuit Society

**Shekhar Chaudhuri**

Director  
Indian Institute of Management  
Kolkata

**R.N. Senapati, IAS**

Principal Secretary, Finance Dept.  
Government of Orissa, Bhubaneswar

**Sanrupt Misra**

Director, Corporate Human Resources  
Aditya Birla Group  
Mumbai

**H.M. Nerurkar**

Executive Director  
(India & South East Asia)  
Tata Steel Ltd.  
Jamshedpur

**B. J. Panda**

Member of Parliament, Lok Sabha,  
RN Singhdeo Marg, Unit-8  
Bhubaneswar

**Chittaranjan Pradhan**

Chairman-cum-Managing Director  
NALCO, Bhubaneswar

**M. Rammohan Rao**

Professor & Dean Emeritus  
Indian School of Business, Hyderabad

**Roopen Roy**

Managing Director  
Deloitte & Touche Consulting  
India Pvt. Ltd.  
Kolkata

**Sourav Garg, IAS**

Principal Secretary  
Industries Dept.  
Government of Orissa  
Bhubaneswar

**Michael Thanaraj, SJ**

President  
Orissa Jesuit Society  
Loyola Hall, Jamshedpur



## Xavier Institute of Management

Xavier Square, Bhubaneswar - 751 013, Orissa, India

Phones: +91-674-3012345 (Pilot No.), [30 lines]

+91-674-3983806 (Admission Office)

Fax: +91-674-2300995

Email: [admisn@ximb.ac.in](mailto:admisn@ximb.ac.in) Web : [www.ximb.ac.in](http://www.ximb.ac.in)