



XAVIER INSTITUTE OF MANAGEMENT
BHUBANESWAR
Connecting Business and Society



25
YEARS

**CREATING
MANAGERS
WITH A
HUMAN FACE**



POSTGRADUATE PROGRAMMES IN MANAGEMENT
XIMB ADMISSION BULLETIN 2012

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Director's Message

Xavier Institute of Management, Bhubaneswar (XIMB) is on the threshold of celebrating its twenty five years of eventful existence in 2012. XIMB has transformed itself from a budding Institute in 1987 into a value-based, high quality, top-ranked and world class professional Business School of India within a short span of time. Our internationally acclaimed faculty, state-of-the-art infrastructure, technology-enabled learning environment, rich academic resources and high intellectual capital base provide the right ambience and perfect platform for developing a bright young mind into a dynamic and socially conscious professional manager.

At XIMB we nurture thought leaders to manage from their hearts. XIMB is widely known as an "Institute with a human face." This is because of our successful endeavours to develop and impart "the human touch" to each student of this Institute. The human touch extends to the students through village exposure visits, focus on emotional intelligence training, leadership development programs, and socially conscious projects focusing on the uplift of the poor and weaker sections of the society along with focus on sustainability. All these initiatives help a student of XIMB to imbibe the values of social sensitivity, ethical courage, transformational leadership and self-driven motivation. It is the "human touch" that helps a student to become a corporate citizen, a manager to become an empathetic colleague, a decision-maker to become the ethical custodian of his/her organisation.

As a student of this Institute, you would possess the rare distinction of studying in its Silver Jubilee Year, a privilege that comes to you only in 2012 ! 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. Therefore, with immense pleasure my colleagues and I look forward to welcoming you personally at XIMB next year.

Fr. P.T. Joseph, S.J.
Director



XIMB IS ACKNOWLEDGED
INTERNATIONALLY AS A WORLD CLASS
BUSINESS SCHOOL WHICH PROVIDES
QUALITY MANAGEMENT PROGRAMMES
AND DEVELOPS FUTURISTIC MANAGERS
WITH STRONG ETHICS AND VALUES.

The Institute

Xavier Institute of Management, Bhubaneswar (XIMB) owes its origin to a “Social Contract” between the Government of Orissa and the Orissa Jesuit Society in 1987. It 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 in collaboration with international agencies and the Government. The Institute creates opportunities for the growth and development of the local entrepreneurs, maximises management research and brings about the overall industrial development of India through various innovative consulting projects. The Management of the Institute is in the hands of a Board of Governors, consisting of representatives of the Jesuit Society, Government of India, Government of Orissa, and eminent industrialists and educationists.



VISION

INSPIRED BY THE JESUIT SPIRIT OF 'MAGIS', XIMB STRIVES TO BE A PREMIER INSTITUTE GLOBALLY RECOGNISED FOR MANAGEMENT EDUCATION, TRAINING, RESEARCH, AND CONSULTING THAT HELP BUILD A JUST AND HUMANE SOCIETY.

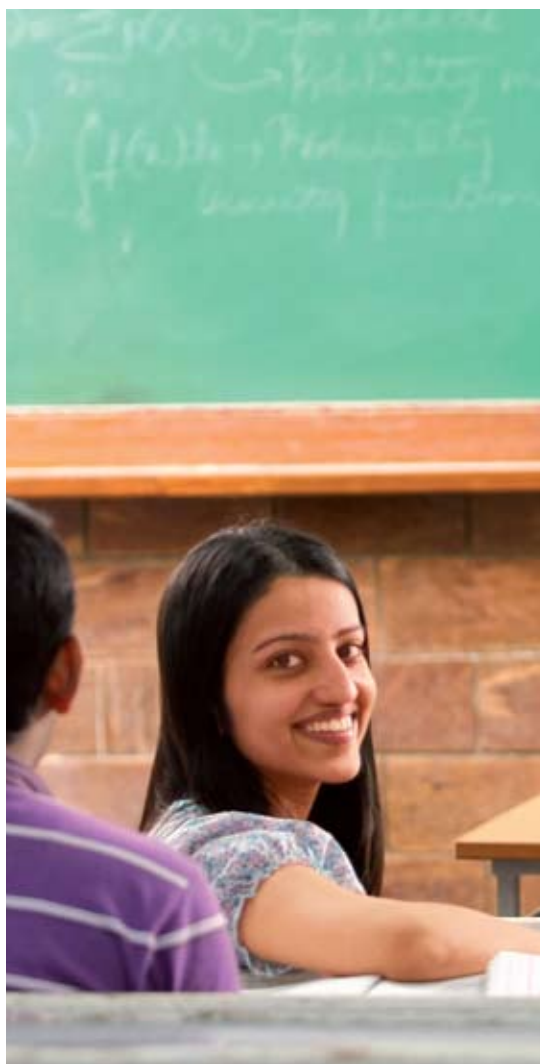


MISSION

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 ORGANISATIONAL DEVELOPMENT.

THE INSTITUTE PROVIDES A PLATFORM FOR GROWTH AND DEVELOPMENT OF LOCAL ENTREPRENEURS AND EQUIPS THEM WITH THE REQUISITE SKILLS TO MAKE THE MOST OF THEIR OPPORTUNITIES.

Campus





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 gents, ladies and executive programme students, CENDERET office complex, Management Development Centre (MDC) and Studio Apartment. 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

The XIMB Library has an ever increasing collection of books, journals, audio visuals, working papers, annual reports, 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), JSTOR, Emerald Management, Sage Database, ISI Emerging Market database, CMIE, Indiatstat, etc.

The Library Information System is accessible from inside as well as outside the campus. More information about the library can be accessed through the library website (<http://www.ximb.ac.in/library/>).

49000 Books

8700 Journals (including electronic Journals)

2700 Bound Volumes of Periodicals

6500 Company Annual Reports (including AR CDs)

1300 CDs (Management films and Books)

115 Cases

240 Working Papers

20 Newspapers

COMPUTING FACILITIES

The Computer Resource Centre (CRC) provides IT resources to the students, faculty and staff. The Institute provides notebooks and workstations to all faculty and staff. All the computers are connected to the Campus LAN, which is supported by Fibre Optic backbone. In addition, wireless hotspots are spread all across the campus making it possible to remain connected anywhere in the campus, all the time. The campus network covers the Institute, class rooms, library, hostels and faculty residences. All members on the intranet have access to the internet 24 hours, through 50 MBPS leased lines.

The CRC has designed, developed and implemented many software applications in the Institute and outside. These include open source Academic Information System (HIBISCUS), HR System, Alumni Information System, Project-based Accounting Information System (PAMIS), Inventory Management System, Pay Roll System, Leave Accounting System, File Management System, Office Automation System, Examination On-Line (EOL) and I-Survey. HIBISCUS is integrated with the above applications & complete web-based application software where people can work through intranet or internet. 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 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 online databases.

The highlights of the computing facilities are the following:

- ▶ 14 Servers based on Windows, Linux
- ▶ More than 1000 Work Stations/ Notebook PCs
- ▶ More than 100 Software Packages
- ▶ Internet access through 50 MBPS leased lines
- ▶ Each hostel room connected with LAN and Wi-Fi
- ▶ Campus LAN connecting all PCs with fibre optic backbone
- ▶ Wireless Hotspots throughout the campus
- ▶ Video conferencing facilities



CLASS ROOM COMPLEX

The Class room Complex includes air-conditioned lecture halls, syndicate rooms, multimedia hall, and executive class room. The class rooms are equipped with educational audio/video equipments, tablet PCs, computers with large monitors, LCD projectors and 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.

MANAGEMENT DEVELOPMENT CENTRE

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

RESIDENCE

With 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-hour Internet connectivity through the latest Wi-Fi technology. With the installation of laser printer and photocopying 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. The X-cafe provides a variety of fast food to the 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. The Studio Apartments have 12 self-contained air-conditioned flats, 48 self-contained air-conditioned single rooms and 48 self-contained non air-conditioned single rooms.

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.

Academic Programmes

The Institute offers four residential postgraduate programmes, one doctoral programme and several certificate programmes. They are:

- ▶ **PGDM** Two-Year Full-Time Programme for Postgraduate Diploma in Management
- ▶ **PGDM (HRM)** Two-Year Full-Time Programme for Postgraduate Diploma in Management (Human Resource Management)
- ▶ **PGDM (RM)** Two-Year Full-Time Programme for Postgraduate Diploma in Management (Rural Management)
- ▶ **PGDM (PT)** Three-Year Part-Time Programme for Postgraduate Diploma in Management (for working executives)
- ▶ **FPM** Fellow Programme in Management
- ▶ **Certificate Programmes** PGCBM, PGCHRM, EPWP, PGPBFS

RECOGNITION

The Two-Year Full-Time and the Three-Year Part-Time courses leading up to the Postgraduate Diploma in Management (PGDM), the Two-Year Full-Time course leading up to the Postgraduate Diploma in Human Resource Management (PGDM-HRM), the Two-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 the National Board of Accreditation (NBA). Since XIMB is an autonomous Institute not affiliated to any university, it does not grant degrees. However, our two-year PGDM has been recognised by the Association of Indian University (AIU) as equivalent to an MBA degree of an Indian University.

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. The Institute is also a member of AACSB and is on track for being awarded the AACSB Accreditation. The National Academic Recognition Information Centre for the United Kingdom (UK NARIC) recognises XIMB's PGDM as comparable to the 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 the upcoming faculty exchange programmes provide 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 various similar opportunities with many more:

- ▶ Eastern Michigan University, United States of America (<http://www.emich.edu/>)
- ▶ Sellinger School of Business and Management, Loyola University, Baltimore, United States of America (<http://www.loyola.edu/sellinger>)
- ▶ EUROMED Marseille Institute of Management, France (<http://www.euromed-marseille.com/accueil.aspx>)
- ▶ IESEG School of Management, Lille Catholic University, Lille, France (<http://www.ieseginternational.com/>)
- ▶ REIMS Management School, Reims Cedex-France (<http://www.reims-ms.fr/index-en.html>)
- ▶ Facultad de Economía, IQS, Barcelona, Spain (<http://www.iqs.url.es/>)
- ▶ Warsaw School of Economics, Warsaw, Poland (http://www.sgh.waw.pl/index_en.html)
- ▶ University of Antwerp, Belgium (<http://www.ua.ac.be>)
- ▶ University of Stellenbosch Business School, Cape Town, South Africa (<http://www.usb.sun.ac.za/>)
- ▶ Graduate School of Business Economics, Warsaw, Poland (<http://www.wshifm.edu.pl>)
- ▶ HHL-Leipzig Graduate School of Management (<http://www.hhl.de/>)
- ▶ College of Management Law & Languages, Siauliai, Lithuania (http://www.kolegija.com/index_en.html)
- ▶ Antwerp Management School
- ▶ Fordham University, New York (<http://www.fordham.edu>)

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 both XIMB as well as the 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.

THE TWO-YEAR PROGRAMME IS DESIGNED TO DEVELOP COMPETENT MEN AND WOMEN INTO COMPETENT PROFESSIONALS, CAPABLE OF WORKING IN VARIOUS ORGANISATIONS IN THE PRIVATE AS WELL AS THE PUBLIC SECTORS.

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.



PROGRAMME GOAL

The two-year programme is designed to develop competent men and women into competent professionals, capable of working in various organisations in the private as well as the public sectors.

The courses in the programme 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 specialisation (namely Finance, Marketing, Systems, Operations, 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, teamwork, and other human relations. 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, with at least 50% marks in aggregate, from a recognised university/deemed university. Candidates who expect to complete the final part of their degree examinations by June 15, 2012 can 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, 2012. A student after joining a programme in this Institute will not be permitted to sit for any examination of any other institution or agency.

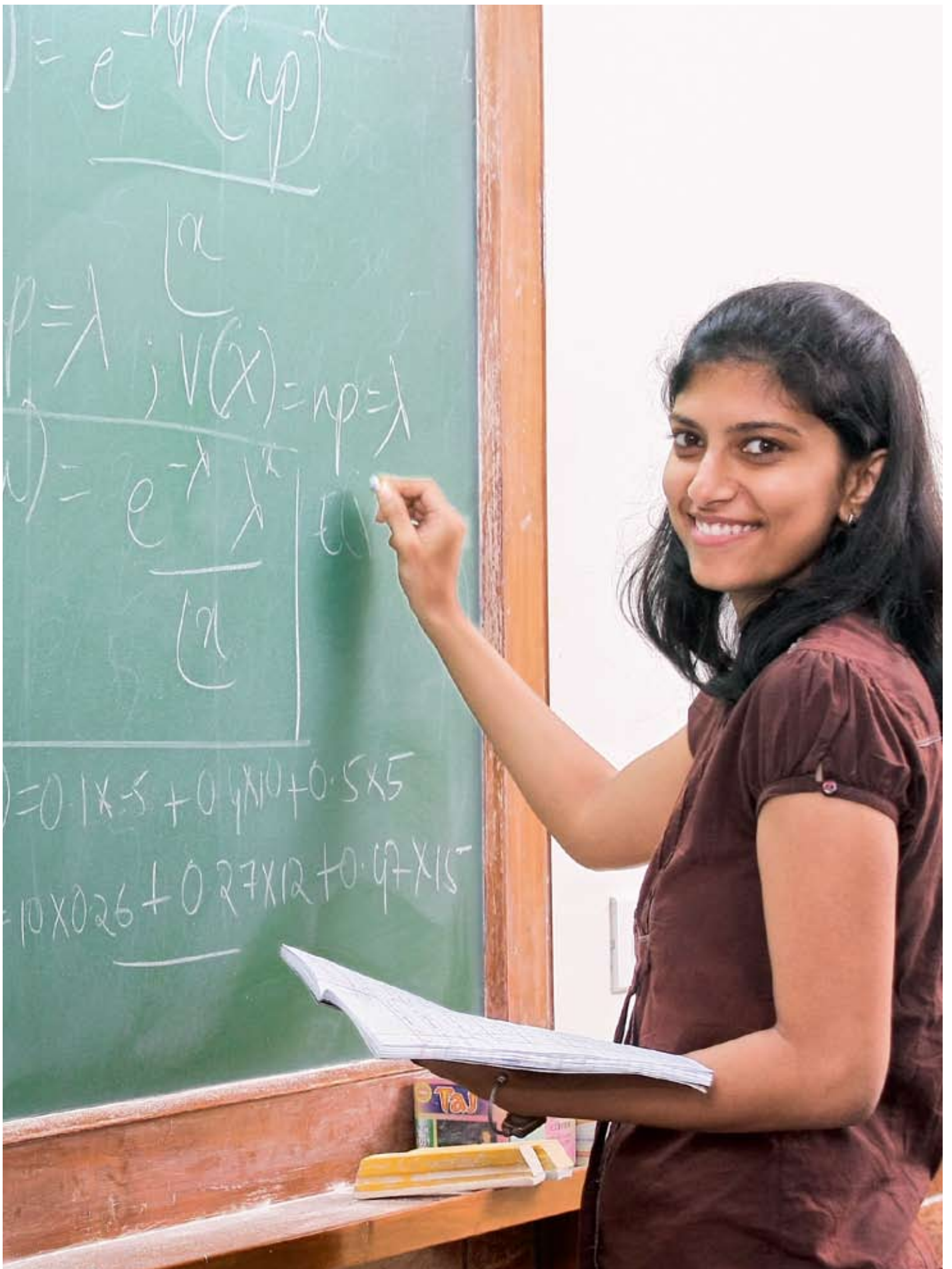
Admission Test: Applicants are required to take one of the following Admission Tests: a) XAT to be conducted by XLRI, Jamshedpur, on 8 January 2012, or b) CAT to be conducted by IIMs during 22 October - 18 November 2011. Applicants are required to refer to the respective XAT/ CAT advertisements in news papers, and follow the instructions therein. Applying for XAT or CAT is a prerequisite for applying to XIMB. XIMB uses XAT/CAT for short listing candidates for its full-time Postgraduate Programmes in Management. **XLRI/ IIMs have no role either in the selection process or in the conduct of the programmes.**

XIMB Application: Applicants have to also fill up the online application form separately for the XIMB programme, by logging on to <http://www.ximb.ac.in>. Upon successfully filling up the online application form, the payment advice form will be available for the applicant in the form of 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). GD & PI will be held in Bangalore, Bhubaneswar, Chennai, Delhi, 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/CAT 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 2012. Additional weightage on the XAT/CAT score and the GD&PI score will be given to the candidates who are residents of the state of Orissa. This may lead to a 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 2012 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.

Besides professional expertise, the programme also emphasises on training students for collaboration, teamwork, and other human relations.



$$P(X=x) = \frac{n!}{x!(n-x)!} p^x q^{n-x}$$

$$\mu = np$$
$$\sigma^2 = npq$$

$$P(X=x) = \frac{n!}{x!(n-x)!} p^x q^{n-x}$$

$$E(X) = 0.1 \times 5 + 0.4 \times 10 + 0.5 \times 5$$
$$= 10 \times 0.26 + 0.27 \times 12 + 0.47 \times 15$$

ACADEMIC SYSTEM - PGDM

Programme Design: The Programme consists of 64.5 core course-credits and a minimum of 40.5 elective course-credits totalling 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, the students are exposed to the 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.

At the end of the first year (during the summer vacation), the 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 the 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 Postgraduate 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. Currently, around eighty electives are being offered from the various functional Areas which is one of the highest amongst B-schools in the country.

With the launch of PGDM (HRM)

programme, the electives from the OB and HR area would be offered restrictedly for PGDM students.

Electives that will be offered in PGDM (HRM) programme would be offered to the PGDM students subject to the qualifying criteria set by faculty, from time to time, and ensuring that there is no clash in schedule with other area electives offered in PGDM programme. Also all core courses offered in PGDM (HRM) programme such as Human Resource Planning, Recruitment and Selection, Learning and Development, Labour Legislation I & II, Industrial Relations, Performance Management, Compensation and Reward Management, Learning and Development, Human Resource Information System etc., would not be offered as elective in any form to PGDM students.

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 of work per week.

Practical Exposure: Over and above the regular courses offered in the program, senior executives from industry are also invited regularly to offer Immersion Courses for the students with an objective of providing insightful discussions on specific topics, which are normally not covered in the regular course curriculum. Moreover,

project assignments, seminars by eminent scholars and executives, and summer training in industry help the students acquire practical knowledge about the technical and human problems in organisations. The students are thereby enabled to observe the prevailing methods and practices in organisations, and relate them to the knowledge gained in the class room lectures. These immersion courses, seminars and projects aim at generating and evaluating alternative solutions to management issues. The students are thus prepared to face with confidence, the problems they may encounter in their professional career.

Extra-curricular Activities: As a policy, the Institute encourages students to develop citizenship qualities in addition to academic accomplishments. The institute organises village exposure trips to understand the rural community in terms of their problems, difficulties, way of living, livelihood systems, interface with the market, etc. Enough scope also exists in the campus for other extracurricular pursuits such as sports, social service, book club, music, debates, quizzes, contests, etc. through area-specific, voluntary student associations.

Diploma: The Institute awards the Postgraduate Diploma in Management to the students who have successfully completed the 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.

SINCE ITS ESTABLISHMENT, THE INSTITUTE HAS BECOME WIDELY RECOGNISED FOR ITS EXCELLENCE IN IMPARTING MANAGEMENT EDUCATION. TODAY IT IS COUNTED AMONG THE LEADING MANAGEMENT INSTITUTIONS IN THE COUNTRY.

Two-Year Full-Time Programme for Postgraduate Diploma in Management (Human Resource Management)

This PGDM (HRM) is an AICTE approved two-year full-time residential programme with a sharp focus on “People Management” in the emerging knowledge economy.

Today’s organisations increasingly realise the importance of creating value and wealth to the society through effective human resource management practices in order to attract, develop, motivate and retain highly competent and diverse knowledge workforce. While financial, technological and operational resources and capabilities provide short-term competitive advantage to organisations, the achievement of sustained competitive advantage largely depends on the effective management of human resources. Faced with the challenges of globalisation, organisations are rapidly expanding beyond the national boundaries with ever increasing complexities ranging from environmental issues to cross-cultural and geo-political issues. Effective management of human resources can help in reorienting the strategic direction of an organisation.

Hence, a large number of traditional management practices have either become outdated or required radical changes in the

context of global competition and increased mobility of workforce at all levels. Moreover, employment relationship has become a complex phenomenon as it is being regulated by market forces through hyper-competition, international agencies through research, advocacy and sanctions, and at the national level by the governments (both central and state), regulatory, judiciary, trade unions and other civil society organisations.

In this context, the conceptualisation and implementation of effective human resource management practices require highly competent human resource professionals who possess holistic understanding of business, society and government and are well-equipped in all the aspects of Human Resource Management. However, the employment market is facing the ironical reality of a huge demand as well as an acute shortage of competent human resource professionals.



PROGRAMME GOAL

This Postgraduate Diploma in Management (Human Resource Management) programme is designed to develop highly competent human resource professionals by imparting the knowledge, skills and experience essential for managing human resources in the knowledge economy through various courses in the disciplines of Organisational Behaviour (OB), Human Resource Management (HRM), Employment Relations (ER), and Industrial Relations (IR).

In addition to the inputs from OB/HR/IR Area, the students would also go through various courses from other Areas such as Economics, Accounting and Finance, Marketing, Operations, Information Systems, Strategic Management, and Business Ethics in order to develop holistic business perspectives with ethical and social sensitivity.

Besides classroom courses, XIMB would also organise various interactive Leadership Talks by CEOs from industry and leaders from other walks of life to appreciate management as a “discipline” and “practice.”

ADMISSION PROCEDURE

Eligibility: The minimum requirement for admission to the programme is: A three-year Bachelor's degree (or equivalent) in any discipline, with at least 50% marks in aggregate, from a recognised university/deemed university. Candidates who expect to complete the final part of their degree examinations by June 15, 2012 can 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, 2012. 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 any one of the following Admission Tests: a) XAT to be conducted by XLRI, Jamshedpur, on 8 January 2012, or b) CAT to be conducted by IIMs during 22 October - 18 November 2011. Applicants are required to refer to the respective XAT/

CAT advertisements in news papers, and follow the instructions therein. Applying for XAT or CAT is a prerequisite for applying to XIMB. XIMB uses XAT/CAT for short listing candidates for its full-time Postgraduate Programmes in Management. XLRI/ IIMs have no role either in the selection process or in the conduct of the programmes.

XIMB Application: Applicants have to also fill up the online application form separately for the XIMB programme, by logging on to <http://www.ximb.ac.in>. Upon successfully filling up the online application form, the payment advice form will be available for the applicant in the form of 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). GD & PI will be held in Bangalore, Bhubaneswar, Chennai, Delhi, 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/CAT 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 2012.

Admission: Candidates who are selected for admission to the PGDM (HRM) 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 offer before the date stipulated therein. The programme will begin by the middle of June 2012 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 (HRM)

Programme Design: The Programme consists of 78 core course-credits and a minimum of 27 elective course-credits totalling 105 credits spread over six terms. A course can be of 1.5, 2 or 3 credits. One credit is equivalent to 10 contact hours.

During the first four terms i.e., three terms in the first year and the fourth term in the second year, the students are exposed to core courses only. There will be 28 core courses which are designed to provide wide exposure to the participants in Organisational Behaviour, Human Resource Management, Employment Relations disciplines and other disciplines like Economics, General Management, Accounting and Finance, Operations Management and Decision Sciences, Marketing Management,

Information Systems and Strategic Management.

At the end of the first year, the students are required to undergo a summer internship in an organisation for a period of eight weeks to carry out a project on some significant aspect of a management problem. The objective of the summer internship is to provide the students with an opportunity to observe and study an organisation in operation and to relate what they have learnt through concepts, theories and projects in order to apply them to actual practice. The students are 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 Postgraduate Diploma in

Management (HRM).

Electives: Electives for PGDM (HRM) programme will commence from the fourth term in the second year. The students are required to take 9 or more electives having credits equivalent to not less than 27. Although more number of electives would be offered from OB/HR/IR area, the students are encouraged to take electives from other Areas as well to gain a holistic understanding of business management and acquire cross-functional skills. Every year each Area announces the list of electives to be offered from the fourth term in the second year. 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.

Industry Interface and Exposure: Over and above the regular courses offered in the program, senior executives from industry are also invited regularly to offer Immersion Courses for the students with an objective of providing

insightful discussions on specific topics, which are normally not covered in the regular course curriculum. Moreover, project assignments, seminars by eminent scholars and executives, and summer training in industry help the students acquire practical knowledge about human resource problems in today's organisations. These Immersion Courses, Seminars and Projects aim at generating and evaluating alternative solutions to management issues. The students are thus prepared to face with confidence the problems they may encounter in their professional career through blended learning.

Extra-curricular Activities: As a policy, the Institute encourages students to develop citizenship qualities in addition to academic accomplishments.

The Institute organises village exposure trips to understand the rural community in terms of their problems, difficulties, way of living, livelihood systems, interface with the market, etc. Enough scope also exists in the campus for other extracurricular pursuits such as sports, social service, book club, music, debates, quizzes, contests, etc., through area-specific, voluntary student associations.

Diploma: The Institute awards the Postgraduate Diploma in Management (HRM) to the students who have successfully completed the 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.

Two-Year Full-Time Programme for Postgraduate Diploma in Management (Rural Management)

The PGDM (RM) programme has evolved out of XIMB's commitment to rural hinterland of our nation. The unique feature of this programme is the cross fertilization of ideas from both management and development disciplines. The programme seeks to create managers with a passion and expertise to face the challenges emerging in the areas of development and social entrepreneurship, rural business development and rural finance. XIMB is proud that it produces committed and competent leaders who can analyse, reflect, plan and execute sustainable development strategies in rural areas.



PROGRAMME OBJECTIVES

The rural management programme aims to:

- ▶ Equip students to contribute to social change in underserved rural areas through professional managerial inputs
- ▶ Enable students to evolve alternative perspectives and paradigms for development interventions in rural areas
- ▶ Encourage students to plan, nurture and incubate social enterprises by building social entrepreneurial skills
- ▶ Nurture & sharpen the ability to systemically analyse and solve complex problems in rural markets

Over a period of two years, the students develop competencies to analyse problems in a holistic manner; to seek, organize and present information that could lead to insightful, practical and innovative solutions. The course curriculum further helps them decipher the complex and go beyond the obvious. Discipline, versatility, creativity, and above all humility form the hallmark of the students.

ADMISSION PROCEDURE

Eligibility: The minimum requirement for admission to the programme is: A three-year Bachelor's degree (or equivalent) in any discipline, with at least 50% marks in aggregate, from a recognised university/deemed university. Candidates who expect to complete the final part of their degree examinations by June 15, 2012 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, 2012. 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 one of the Admission Tests: 1) The test to be conducted by Institute of Rural Management, Anand (IRMA), on 13 November 2011, or 2) CAT to be conducted by IIMs during 22 October – 18 November 2011, or 3) XAT to be conducted by XLRI Jamshedpur on 8 January 2012. Registering separately for IRMA Test, or CAT, or XAT is a prerequisite for applying to XIMB's PGDM (RM) programme. XIMB uses IRMA Test/CAT/XAT for short listing candidates for its PGDM-RM programme. IRMA/IIMs/XLRI have no role either in the selection process or in the conduct of the programme.

XIMB Application: Applicants have to also fill up the online application form 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 2012 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: As a unique business school that offers rural management and business management programmes in the same campus XIMB's rural management programme is designed to provide students opportunities in three streams of rural management with a sound grounding in basic managerial skills. Besides the basic management a course, the programme aims to develop professional competencies in the following streams:

- ▶ Development and Social Entrepreneurship
- ▶ Rural Business Development
- ▶ Rural Finance

Development and Social Entrepreneurship (DSE): This stream offers courses and opportunities that enable students to understand rural society as a dynamic social force impacting and impacted upon by business, environment, government and society. Courses in the area seek to provide students with an interdisciplinary orientation by incorporating theoretical insights from fields such as development studies, livelihood and production planning, governance and public policies in development administration,

management applications in unconventional organisational structures like cooperatives, community-based organisations and newer social enterprises. This stream also offers electives in development induced displacement and rehabilitation, disaster management, health care management, and ecosystem management for sustainable development of the environment. Students who choose to specialise in this stream are also introduced to the challenges & impact of social enterprises in rural areas.

Rural Business Development (RBD): The emphasis on inclusive growth is hinged on the ability to provide professional business development services in rural areas. Courses in the RBD stream are intended to help students in acquiring managerial skills related to the production, supply chain management, value chain analysis, product and brand promotion, marketing of the rural products for the rural and urban markets and of urban products appropriate for the rural markets. Besides the core courses, this stream has electives in management of agri-inputs and outputs, procurement management,

rural consumer behaviour and market research and integrated marketing communication. This stream also enables students to take up the challenges in rural markets by planning for business models that combine local skills & resources with emerging opportunities in regional and global markets.

Rural Finance (RF): Managing rural finance is an important aspect of financial inclusion and meeting the developmental aspirations of rural areas. This stream encourages students to appreciate the financial intermediation process and inter-relationship with different stake holders with a view to develop managerial aspects of building viable rural architecture and mechanisms for sustainable rural financial delivery with a view to enable wealth creation and poverty reduction. Courses in this stream equip students with an understanding of rural financial markets, institutions, products and services; Apart from core courses on rural financial services the stream has electives in micro finance management, commercial and development banking, commodity derivatives and insurance & risk management.

PEDAGOGY

Based on the principle of 'Involve, Innovate, and Inspire' courses in the three streams are organised and delivered 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 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 are delivered to courses participants. 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. These strengthen the ability of students to design systems that can make connections between the local, regional and global, between streams of rural management and plan innovative interventions in rural areas.

Rural Living and Learning

Experience (RLLE): XIMB strongly believes that the students of the 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 and appreciate the power of our citizens residing in rural areas. The best way to provide this process of un-learning is to help them live with the people. RLLE, therefore, is an integral pedagogical component of the PGDM (RM). RLLE enables the students to build lasting relations with a network of organisations working in the citizen sector in areas of low human development indices. It is also a vehicle and a means for the Institute to provide a tangible shape to its core values of social justice and establish lasting contacts with the people of the region. RLLE enables a healthy interface for the students with the people in underserved areas by encouraging them to learn from people who manage their lives often in extremely difficult circumstances. The projects undertaken by the students during RLLE have enabled grass-root organisations to document their findings and convey their ideas to the larger world. The duration of RLLE is four weeks.

Management Traineeship

Programme (MTP): This vital segment provides students with an opportunity to understand the working environment of

an organisation and gain practical experience. It strives to equip the students with more effective techniques and better decision making abilities. It exposes the students to opportunities of real life application of development management concepts learnt in the classroom, and help them develop innovative and 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.

Independent Research Projects

(IRP): The Institute actively encourages the students, and provides them with an opportunity, to pursue Independent Research Projects (IRP). IRPs build on the interest and willingness of students to learn through a project over a longer duration (sometimes across two terms) that could add significantly to a deeper understanding of rural management discipline. 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.

Immersion Course: The students are provided with an opportunity to take up Immersion Courses that involve thought leaders and professionals who provide inputs to the students on upcoming areas in the industry and social sectors. This unique educational innovation at XIMB enables the students to broaden their horizons into uncharted territories and explore newer opportunities. Some of

the immersion courses include managing social enterprises, geographical information systems, business plans for social enterprises, product and brand management, commodity trading, human rights and social justice, renewable energy management, etc.

Academic Calendar: The academic year consists of three terms. Each term lasts approximately for three months. 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 room sessions a week, each of 90 minutes duration. A student's workload, including class room sessions, required readings, term papers, project work and course-specific field visits, is expected to require at least 70 hours per week.

Diploma: The Institute awards the Postgraduate Diploma in Management (Rural Management) to the students who successfully complete their course work and field work equivalent to 105 credits, and fulfil all the prescribed academic requirements of the programme.

“One of the key strengths of the program is the high degree openness to experimentation. Having drawn from the features of some of the prominent models of doctoral education across the world, it is constantly evolving in new ways. There is a great deal of commitment to doctoral program at the institutional level and this is also reflected in the focus and attention given to each individual scholar. I would recommend the program to self-driven scholars who want to explore serious questions in their chosen fields that are personally meaningful for them, in ways that best fit their individual profiles.”

— Jacob D. Vakkayil, the first Fellow designated by XIMB on March 26, 2008, and currently working as a Faculty in the Behavioural Sciences Area, IIM, Calcutta.

Fellow Programme in Management (FPM)

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.

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 emphasises 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 Course Work, and Research Training Seminars conducted throughout the academic year, facilitated by in-house and visiting researchers. The 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) for participants coming from various institutions.

GENERAL ADVICE TO THE 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://www.iimb.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.

"What I truly value in the XIMB FPM programme is the freedom I had in choosing the topic and the area of research. The constant guidance of the faculty members across disciplines by way of suggestions that are given during the Research Review Seminars is also very useful."

Mousumi Padhi, XIMB FPM Scholar

RESEARCH AREAS

The Institute offers the following 40 research areas for FPM admission in 2012:

- ▶ Accounting and Regulation
- ▶ Asset Markets
- ▶ Brand Management
- ▶ Competitive Positioning
- ▶ Consumer Behaviour
- ▶ Corporate Finance
- ▶ Corporate Social Responsibility
- ▶ Data Envelopment Analysis (DEA) for Benchmarking
- ▶ Development Management
- ▶ E-commerce
- ▶ Efficiency and Productivity Analysis of firms/organisations
- ▶ Emotion Research
- ▶ Employment Relations
- ▶ Entrepreneurial Marketing
- ▶ Ethics and Governance
- ▶ Hospital Management
- ▶ HRM Practice Implications on Firm Performance
- ▶ Human-Computer Interface
- ▶ Human Resource Development
- ▶ Information Management
- ▶ Innovation Management
- ▶ Institutional Studies
- ▶ IT-enabled Services
- ▶ Leadership
- ▶ Management Control System
- ▶ Market Research
- ▶ Microfinance
- ▶ Operations Research
- ▶ Optimisation Research
- ▶ Organisational Change and Development
- ▶ Organisational Communication
- ▶ Organisational Studies
- ▶ Public Systems Management
- ▶ Rural Business Development
- ▶ Social Entrepreneurship
- ▶ Social Marketing
- ▶ Software Engineering
- ▶ Strategic Operations Management
- ▶ Technology Adoption and Diffusion
- ▶ Women in Management

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.

ELIGIBILITY AND ADMISSION PROCESS

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 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 criteria are 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 up the online application form, the payment advice form will be available for the applicant in the form of 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: 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.

PROGRAMME OVERVIEW

Full-Time: This is a full-time doctoral programme. However, after the completion of Thesis Registration, it might be possible to negotiate some flexibility in the mode of working, as per mutual convenience of all parties

concerned. In any case, the students will devote full-time commitment to the programme, at least up to the point of Thesis Registration. The students will be expected to complete the thesis registration process within a maximum period of 3 years (for students who are exempted of doing course work), and 4 years (for students who are doing course work). Some of the key components of the programme are described below.

Coursework: (i) Required Courses: During their first year, the 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: The FPM students may be advised to study some additional courses (either at XIMB or elsewhere) depending upon their academic backgrounds and research areas chosen.

Research Training Seminars: These seminars will cover topics relevant to the doctoral students in management-related

Adwaita Govind Menon, the third Fellow designated by XIMB, is currently working as Assistant Professor (Strategy) & Program Leader (Consulting & Executive Education), School of Inspired Leadership (SOIL), Gurgaon.

research. These will be arranged throughout the academic year. All FPM students are required to participate in these seminars and write reflective summaries of the seminars, which are published in the open-access journal, **Research World** [ISSN 0974-2379 (Online Version), ISSN 0974-2751 (Print Version)].

Research Review Seminars: During the pre-registration 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 chosen area of research, as well as the methodological issues pertaining to that area of research.

Thesis Registration: After completing all the requirements of the course work and research review seminars, an FPM student will produce a thesis proposal. This must be done within 30 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 disqualifications 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.

Fellowship and Assistantships: All FPM students will be given a 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. 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 may be available at the cost of Rs 1,000 per month. The Institute will support the students' participation in academic symposia, conferences, etc. as per the institute norms stated in MoP.

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.

Three-Year Part-Time Postgraduate Programme in Management for Working Executives (PGDM-PT)

This three-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 assimilate the theoretical concepts taught in the light of their collective experience.

Graduates with minimum 3 years' work experience can apply for admission to this programme by filling in the application form online at www.ximb.ac.in (during September–December) and paying the application fee of Rs.1000/- separately as specified in the online application page. Selection for admission will be made on the basis of personal interview of eligible applicants. The Programme will be completed in 8 terms with 15 days' regular on-campus classes in each term, thrice a year. The total programme fee will be Rs 5,53,000/- to be paid in 8 instalments, and the board and lodge expenses per term will be Rs.17,000/-. Classes will commence by the first week of July 2012 for the next batch.

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 and Policy

General Management/ Strategic Management

- ▶ Business Ethics
- ▶ Business Law
- ▶ Communication
- ▶ Social Research Methodology
- ▶ Strategic Management

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

ELECTIVE COURSES (PGDM)

Accounting and Finance

- ▶ Advanced Corporate Finance
- ▶ ALM in Commercial Banks
- ▶ Cases in Finance
- ▶ Commercial Banking
- ▶ Commodity Markets & Derivatives
- ▶ Corporate Financial Strategy
- ▶ Corporate Tax Planning

- ▶ Financial Analysis & Valuation
- ▶ Financial Engineering
- ▶ Financial Institutions & Markets
- ▶ Financial Modelling
- ▶ Financial Statement Analysis
- ▶ Fixed Income Securities Management
- ▶ Insurance & Risk Management
- ▶ International Finance
- ▶ International Financial Reporting Standards
- ▶ Mergers & Acquisitions
- ▶ Money and Money Markets
- ▶ Options, Futures & Swaps
- ▶ Practices of Finance
- ▶ Project Appraisal
- ▶ Regulatory Accounting and Finance
- ▶ Risk Mgmt and Capital Measurement
- ▶ 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
- ▶ DEA for Benchmarking
- ▶ Interactive Presentations & Corporate Etiquette
- ▶ International Business Ethics
- ▶ New Enterprise Management

Information Systems

- ▶ Business Data Communications and Networking
- ▶ Business Dynamics
- ▶ Business Process Automation
- ▶ Data Warehousing & Data Mining
- ▶ E-Business
- ▶ Enterprise Computing Technologies
- ▶ Enterprise Resource Planning-I
- ▶ Enterprise Resource Planning-II
- ▶ Information System Development Strategies
- ▶ IT Security Management
- ▶ IT Strategy
- ▶ Knowledge Management in Knowledge Economy
- ▶ Object Oriented Software Development
- ▶ Planning IT Enabled Organisations
- ▶ Software Development Methodologies
- ▶ Software Project Management
- ▶ System Development Methodologies

Marketing

- ▶ Business to Business Marketing
- ▶ Consumer Behaviour
- ▶ Customer Relationship Management
- ▶ Integrated Marketing Communications
- ▶ International Marketing
- ▶ Managing Retailing
- ▶ Market Insight Mining
- ▶ Pricing Management
- ▶ Product & Brand Management
- ▶ Sales & Distribution Management
- ▶ Selling & Negotiation
- ▶ Services Marketing
- ▶ Strategic Marketing

Operations Management and Decision Sciences

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

Strategic Management

- ▶ CSR, Strategy & Marketing
- ▶ Firms, Markets & Global Dynamics
- ▶ Global Strategy and Organisation
- ▶ Indian Multinational Strategy
- ▶ Innovation Management
- ▶ Management Control & Reporting Systems
- ▶ Non-Competitive Strategies
- ▶ Strategy, System & Sustainability

CORE COURSES (PGDM-HRM)

Accounting and Finance

- ▶ Financial Reporting and Analysis
- ▶ Financial Management

General Management/Strategic Management

- ▶ Business Ethics
- ▶ Oral Communication and Presentation Skills
- ▶ Principles and Practice of Management
- ▶ Written Communication for HR Managers
- ▶ Strategic Management
- ▶ Microeconomics for Managers
- ▶ Macroeconomics Analysis and Policy

Information Systems

- ▶ Business Information System
- ▶ Human Resource Information System

Marketing

- ▶ Marketing Management for HR Professionals

Organisational Behaviour and Human Resource Mgmt./ Industrial Relations

- ▶ Compensation and Reward Management
- ▶ Employment Relations
- ▶ Group Dynamics & Team Building (OB-II)
- ▶ Human Resource Planning
- ▶ Individuals in Organisations (OB-I)
- ▶ Industrial Relations
- ▶ Labour Legislations – I
- ▶ Labour Legislations – II
- ▶ Learning and Development
- ▶ Organisational Structure & Design (OB-III)
- ▶ Performance Management
- ▶ Recruitment and Selection

Operations Management and Decision Sciences

- ▶ Design of Operations Systems
- ▶ Operational Planning and Control
- ▶ Quantitative Techniques

ELECTIVE COURSES (PGDM-HRM)

- ▶ Career Management – Strategies and Best Practices
- ▶ Coaching, Mentoring, and Beyond for Leadership
- ▶ Collective Bargaining in Industrial Relations
- ▶ Conflict Management and Resolution Skills
- ▶ Corporate Etiquette and Impression Management
- ▶ Corporate Social Responsibility
- ▶ Creativity and Innovation Management
- ▶ Dynamics of Personal Growth and Development
- ▶ Global Business Environment
- ▶ HR Metrics, Competency Mapping, and Assessment Centres
- ▶ Human Capital Accounting
- ▶ Indian Multinational Strategy
- ▶ International Business Ethics
- ▶ International Human Resource Management

- ▶ Knowledge Management for HR Professionals
- ▶ Managing Diversity for Competitive Advantage
- ▶ Organisational Change and Development
- ▶ Power, Politics, and Influence Strategies
- ▶ Project Management
- ▶ Psychometric Tests
- ▶ Strategic Human Resource Management
- ▶ Talent Management – Trends and Perspectives
- ▶ Taxation issues in Compensation and Benefits
- ▶ Transformation Leadership

CORE COURSES (PGDM-RM)

Basic Courses

- ▶ Human Resource Management
- ▶ Individuals in Organisations
- ▶ Leadership and Team Building
- ▶ Macro Economic Analysis for Rural Society
- ▶ Management Information Systems
- ▶ Managerial Analysis & Communication
- ▶ Managerial Economics
- ▶ Operations Management
- ▶ Quantitative Methods
- ▶ Rural Research Methods
- ▶ Social & Ethical Responsibilities

Development & Social Entrepreneurship

- ▶ Community Mobilisation and Institution Building
- ▶ Environmental Perspectives and Natural Resources Management
- ▶ Managing Development Organisations
- ▶ Microplanning
- ▶ Project Management
- ▶ Rural Development Administration
- ▶ Rural Environment and Public Policies
- ▶ Rural Living & Learning Experience (RLLE)
- ▶ Rural Production and Livelihood Systems
- ▶ Social Entrepreneurship
- ▶ Societal Analysis and Development Alternatives

Rural Business Development

- ▶ Introduction to Marketing
- ▶ Marketing Research
- ▶ Rural and Inclusive Marketing

Rural Finance

- ▶ Accounting for Decision Making
- ▶ Financial Reporting and Analysis
- ▶ Financial Management
- ▶ Rural Financial Institutions & Services

ELECTIVE COURSES (PGDM-RM)

- ▶ Agriculture Input Marketing
- ▶ Agriculture Output & Food Marketing
- ▶ Advanced Methods of Data Analysis
- ▶ Commercial Banking for Rural Managers
- ▶ Commodity Markets and Derivatives
- ▶ Consumer Behaviour in Rural Markets
- ▶ Cooperative management
- ▶ Corporate social responsibility
- ▶ Development Training
- ▶ Development-induced Displacement & Rehabilitation
- ▶ Disaster Management
- ▶ Gender Issues in Development
- ▶ Globalisation & Development
- ▶ Governance & Policy
- ▶ Health Care Management
- ▶ ICT and KM for Development
- ▶ Insurance & Risk Management
- ▶ Legal & Financial Management for Development Organisations
- ▶ Managing ecosystems and climate change
- ▶ Micro Finance Management
- ▶ Procurement Management & Warehousing
- ▶ Project monitoring and evaluation
- ▶ Qualitative Research Methods
- ▶ Retail Management
- ▶ Rural Marketing Communication
- ▶ Sales & Distribution Management
- ▶ Strategic Management
- ▶ Supply Chain Management
- ▶ Transformational Leadership



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 class room interaction aims at developing a wide knowledge base, the students are encouraged to analyse, anticipate, innovate and otherwise prepare themselves 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, presentations, projects, mid-term tests and quizzes. The evaluation system attempts to synthesise 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 the next year and award of the diploma.

XIMBIANS HAVE ALWAYS MADE A MARK FOR THEMSELVES WHEREVER THEY HAVE PARTICIPATED AND COMPETED.

Awards and Accolades

Based on Performance, the following gold medals are awarded to outstanding students in the programmes:

- ▶ 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/ two rank holders of the graduating classes according to their CQPI.
- ▶ Orissa Jesuit Society Gold Medal is awarded to the 1st rank holder of the RM class.
- ▶ 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 PGDM class.
- ▶ NTPC Gold Medal is awarded to each of the lady toppers of the graduating classes.
- ▶ Fr. M.V.d. Bogaert Gold Medal is awarded to the topper in the SER course of the PGDM-RM class.
- ▶ Ravi Sharma Memorial Gold Medal, sponsored by Swamini Atmaprajnananda Saraswati of the Sri Medha Dakshinamurty Trust, Bhubaneswar, is awarded to the best all rounder of the graduating class.



Fee Structure

The total programme fee for two years for the programmes PGDM and PGDM-HRM will be Rs.900000, which will have to be paid in 6 equal instalments.

The total programme fee for two years for the programme PGDM-RM will be Rs. 600000, which will have to be paid in 6 equal instalments.

RESIDENCE EXPENSES (PGDM, PGDM-HRM & PGDM-RM)

Room rent per term (Single seated)	8000
Room rent per term (Double seated)	6000
Board per month (approximately)	2200

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-HRM, & PGDM-RM)

Library	5000
Residence	3000
Mess	2000

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

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, Archbishop's House Branch, Satyanagar, Bhubaneswar.

XIMB ALUMNI ARE OCCUPYING SENIOR POSITIONS IN INDUSTRIES BOTH IN INDIA AND ABROAD.

PGDM 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 industries 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. Given below is an indicative list of organisations where our alumni are in leadership roles:

- ▶ A V Birla Group
- ▶ A C Nielson
- ▶ Axis Bank
- ▶ Accenture
- ▶ American Express
- ▶ ANZ Grindlays
- ▶ Atos Origin
- ▶ Attco, Muscat
- ▶ Avalon Consulting
- ▶ Bank of Baroda
- ▶ Berger Paints
- ▶ BHP Billiton
- ▶ Borges India
- ▶ BPCL
- ▶ Britannia Industries
- ▶ CavinKare
- ▶ Capgemini
- ▶ Citi Group
- ▶ Citi Financial
- ▶ Coca Cola
- ▶ Cognizant Technology
- ▶ Covansys
- ▶ Credit Analysis & Research
- ▶ Crisil
- ▶ Dabur
- ▶ Dell International
- ▶ Deloitte
- ▶ Dr. Reddy's Lab
- ▶ Ernst & Young
- ▶ Frost & Sullivan
- ▶ GE Group
- ▶ Genpact
- ▶ Godrej Industries Limited
- ▶ Grow Talent
- ▶ HCL
- ▶ Hewlett Packard
- ▶ HDFC Bank
- ▶ HSBC Global Resourcing
- ▶ Essar Group
- ▶ IBM
- ▶ ICICI Bank
- ▶ IDBI Bank
- ▶ Idea Cellular
- ▶ IMRB International
- ▶ Infosys Technologies
- ▶ Indian Oil Corp. Ltd.
- ▶ Irevna
- ▶ ITC Infotech
- ▶ J P Morgan India
- ▶ Kalingasoft
- ▶ Kellog's
- ▶ KPMG
- ▶ L&T
- ▶ L'Oreal
- ▶ Mahindra & Mahindra
- ▶ Marico
- ▶ Mphasis
- ▶ Mindtree Consulting
- ▶ Murugappa Group
- ▶ NCDEX
- ▶ NOKIA
- ▶ Olam International
- ▶ Patni Computer Systems
- ▶ Pilkington Glass
- ▶ Power Finance Corp. Ltd.
- ▶ Royal Bank of Scotland
- ▶ Reliance Industries Ltd.
- ▶ Religare
- ▶ Reckitt Benckiser
- ▶ SAB Millar
- ▶ State Bank of India
- ▶ SBI Caps
- ▶ SEBI
- ▶ Societe Generale
- ▶ Starling Investments
- ▶ Tata Group HR
- ▶ Tata Steel
- ▶ Tata Tele Services
- ▶ Tata Consultancy Services
- ▶ Thomson Reuters
- ▶ United Bank of Switzerland
- ▶ United Breweries
- ▶ Vodafone Essar
- ▶ Wipro Technologies
- ▶ Wipro Consumer Care & Lighting

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



PGDM (RM) PLACEMENT

The institute provides campus placement facilities and the rural management programme has consistently achieved a hundred percent placement track record. XIMB is proud of its alumni who carry its spirit of courage, dedication and excellence in various walks of life. Through their talent, experience and specialized education, some of them have come to occupy leadership positions in their chosen field of work. Today they are spread throughout the world contributing as professional managers, entrepreneurs, researchers and subject matter specialists. Given below is an indicative list of organisations where our alumni are in leadership roles:

DEVELOPMENT & SOCIAL ENTREPRENEURSHIP

- ▶ AC Nielsen
- ▶ Action Aid
- ▶ Azim Premji Foundation
- ▶ BASIX
- ▶ Centre for Budget and Policy Studies
- ▶ Deloitte Consulting
- ▶ Pricewater Coopers
- ▶ Greenpeace India
- ▶ Hindustan Latex Family Planning Promotion Trust
- ▶ ICRISAT
- ▶ IFMR
- ▶ IMRB
- ▶ Naandi Foundation
- ▶ NRMC
- ▶ NCIS
- ▶ Pradan
- ▶ Pratham
- ▶ Research International
- ▶ Kadence International
- ▶ Rural Innovation Network
- ▶ SEWA
- ▶ UNDP
- ▶ Oxigen

- ▶ Selco
- ▶ Microsave
- ▶ USAID (SARI/E)
- ▶ World Vision

RURAL FINANCE

- ▶ Agricultural Finance Corporation
- ▶ Bajaj Allianz
- ▶ Birla Sun Life Insurance
- ▶ Centre for Microfinance Research
- ▶ SKS Micro Finance
- ▶ FINO
- ▶ HDFC Bank
- ▶ ICICI Bank
- ▶ ICICI Prudential
- ▶ SIDBI
- ▶ Axis Bank
- ▶ Ujjivan Microfinance
- ▶ NCDEX
- ▶ Spandana Sphoorthy Financial Ltd.
- ▶ Ujjivan Financial Services Pvt. Ltd.

RURAL BUSINESS DEVELOPMENT

- ▶ AMUL
- ▶ Biostadt India Ltd.
- ▶ Coromandel Fertilisers Ltd.
- ▶ DCM Sriram Consolidated Ltd.
- ▶ Devgen
- ▶ Global Agri-Systems
- ▶ Godrej Agrovet
- ▶ ITC
- ▶ JK Seeds
- ▶ Linterland Rural Initiatives
- ▶ Monsanto
- ▶ Manipal Group
- ▶ Mother Dairy
- ▶ NAFED
- ▶ O&M
- ▶ SREI-SAHAJ
- ▶ SBI Life
- ▶ Paradeep Phosphates Ltd.
- ▶ TATA Rallis
- ▶ RK Swamy BBDO
- ▶ Syngenta
- ▶ Tata Chemicals Ltd.
- ▶ Tata Tele Services Ltd.
- ▶ United Phosphorous Ltd.

INDUSTRY INTERFACE

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPS)

The Institute offers Management Development Programmes, designed to provide training to enhance/upgrade skills and attitude which would enhance the participants' potential and help them achieve the organisational objectives in the corporate and the social sectors. The focus of these Programmes is to equip the professionals in the corporate and the developmental sectors with appropriate skills and attitude which would add value to their optimal potential and help them achieve the organisational objectives, keeping in mind the societal needs. The Management Development Programmes encompass areas such as Organisation Management, Manufacturing, Finance, Marketing, Human Resource Management, Industrial Relations, Labour Laws, and Rural Management with the focus on the synergy between the participant's personal growth and the organisational 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 conducted by experienced faculty members of the Institute who have expertise both in the corporate and in academia fields.

IN-COMPANY TRAINING PROGRAMMES

The Institute conducts In-company Training Programmes based on the specific requirements of the corporate organisations and the Government. These programmes are either held in the campus or at a location chosen by the

client. Names on our client list include organisations such as: NTPC, WBSEDCL, PPL, VISA Steel, CIFT, JSPL, CTTC, OTDC, DoT, DoI, PwC, UNDP, UNIDO, Concern Worldwide, OFSDP, Airtel, DRDO, NALCO, Ministry of Environment and Forest, IDCOL, Indian Oil Corporation, Govt. of Orissa (Panchayati Raj Dept.), RRL, L&T, India Post, CIFA, SCERT, NABARD, World Bank Institute, NetHawk Networks, OMC, ONGC, OSIL, SBI & Dept. of Science & Technology, Coromandel International, and a host of other reputed industrial organisations.

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 concept originated through a social commitment of the Orissa Jesuit Society to strengthen the social development of the marginalised, 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 to facilitate 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.

The facilities provided are comparable to the best anywhere in the country. The Training Programmes are conducted by experienced faculty members of the Institute who have expertise both in the corporate and in academia.

Presently, CENDERET addresses various key theme areas such as Decentralisation and Good Governance, Livelihoods and Food Security, Community-based Disaster and Risk Reduction Management, Capacity Building of Local and regional level organisations by strengthening the local leaders, groups and institutions. Besides, CENDERET concentrates on strategies on issue based Action Research Studies, Social Networking, Advocacy and Linkages for building appropriate processes and paradigm shift in the 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 of policies. Some of our distinguished collaborating partners are: State and Central Government Departments, various directorates, PRIs, CORDAID, The Netherlands, DIAKONIA, Sweden, TROCAIRE, Ireland, Broiderlijk Delen, Belgium, UNDP & NR International, U.K, Delloitte International, The Nimejen University, The Netherlands, etc.

RESEARCH

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

To encourage the 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 the XIMB faculty as individuals/teams on a selective basis to diagnose and solve industrial problems objectively in various functional areas of management.

ENTREPRENEURSHIP DEVELOPMENT CENTRE (EDC)

Erstwhile CDSME, presently named as Entrepreneurship Development Centre (EDC) aligns with the Institute's commitment to give a strong orientation to the social and economic growth of Orissa and the country as a whole. The Centre strives to support all categories of institutions and organisations that are working in the development sector. It provides consultancy and technical inputs, helps draft proposals, devises monitoring & evaluation parameters, conducts training programmes and workshops and provides other customised solutions as per the need of the industry or the organisation.

Its core activities include programmes like; a) SIMAP (Small Industries Management Assistance Programme) which is a 6-month programme targeted for SSI and SSI functionaries for professional and managerial skill development. It consists of 3 months of class room teaching and 3 months of project work in the field. b) STUP (Skill-cum-Technology Up-gradation

Programme) which aims at providing 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 organisation. (c) Capacity building programme for MFI functionaries, capacity building and training of Self Help Groups, and Training Programme for Entrepreneurs. SIDBI (Small Industries Development Bank of India) provides support to the Centre to generate a corpus fund for conducting the programmes like SIMAP & STUP.

Its subsidiary activities include consulting services to national and international NGOs, Government organisations, corporate houses, etc. in the areas of socio-economic study, evaluation of projects and programmes, technical guidance in the areas of rural development project implementation, etc. Its partnership profile include UNIDO in relation to cluster development programme in Orissa, Directorate of Handicrafts & Cottage Industries, Government of Orissa in relation to the preparation of integrated district level handicrafts promotion planning, Khadi & Village Industries Commission (KVIC), Government of India in relation to Technical Consultancy services for SFURTI project in Orissa, West Bengal, Jharkhand and Bihar, Royal Bank of Scotland Foundation, Mumbai in relation to project evaluation, corporate houses in the areas of socio-economic study, rehabilitation planning and CSR, SIDBI related to Modified Rural Industrialisation Programme in Nayagarh district. EDC also strives to undertake field-based projects and programmes in the areas of rural entrepreneurship development promotion.

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 strength so far is over 4700.

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. Our Alumni has also come forward as 'mentor' to the students and some of them even participate in the Orientation Programme.

The Institute's Alumni Association is registered under the Societies Registration Act (XXI of 1860). The Alumni Association members meet once a year for the Annual General Body Meeting.

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, UK, Middle East and Singapore. During the month of November every year, an '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>



STUDENT ACTIVITIES

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. Towards 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.pagalguy.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.

X-FIN (FINANCE ASSOCIATION OF XIMB)

It was said that Literature was an art and Finance a trade, but today it is 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), 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. It maintains a knowledge repository containing news, articles and papers related to the world of IT. 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 the immersion courses for students by eminent industry experts.

X-Sys also manages the Students' LAN Server, which has a huge database of movies, softwares, academic 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 part of the Marketing curriculum. This is achieved through live 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 Reckitt Benckiser, Tata Steel, ABN Amro, 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. MAXIM is also organising International Conference on Demography, Culture, and Marketing (2010): An integrated approach towards cognitive justice with special focus on Asia and Sub-Saharan Africa (December 14-16, 2010). Some of the Tracks in the Conference: CSR and Marketing, Consumer Insight Mining, Green Marketing and Its Challenges, Innovation and Knowledge Management.

X-OPS (OPERATIONS ASSOCIATION OF XIMB)

XOPS aims to increase the awareness, interest, and knowledge of students in Operations Management beyond classroom studies. It educates the students about the vital role of operations management in industry. It conducts industry tours, paper writing contests, e-discussions, alumni talks, knowledge sharing sessions, workshops, and quizzes to generate students' interest in the area. XOPS keeps its members updated about the operations industry through Opsession, its monthly magazine. Apart from this, the major events conducted by XOPS are Ashwamedh and Nirnay. Ashwamedh is the flagship event organised by XOPS. It is an Annual National Seminar in the field of Operations wherein a panel of experts from industry deliberate on a chosen theme of the seminar. A paper writing contest is also a part of Ashwamedh in which participants from all top B-schools take part. Nirnay is a simulation game and its dynamic nature tests the conceptual foundations and real time decision making ability of the participants.

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 alumni network.

XIMAHR organises 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 the class room and the corporate. True to its caption "People First", XIMAHR also organises 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 organisations - 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 their best. The aftermath of these activities is the learning which the students attach proudly to their insignia.

ATHLOS

Athlos is an inter-collegiate sports meet held in the month of January every year. Competitions in games like football, cricket, badminton, tennis and table tennis pump up the atmosphere in the institute. Spread over 3 days, this event brings about the sportsman spirit and talent in the potential managers of tomorrow.

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, quiz, b-plan competitions, 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".

SOCIAL RESPONSIBILITY CELL (SRC), XIMB AND ROTARACT CLUB OF XIMB METRO:

A Smile is contagious...Let's spread it!!! As the name of the committee speaks for itself, we, at Social Responsibility Cell, try to make a small but sustainable difference in the lives of the less privileged. We believe that together we can bring a smile to these wry faces. We at SRC vow to be the harbinger of light in the lives of those who have been

deprived of it. We pledge to spread happiness and encourage development of individuals and groups through promotion of basic human rights and equality. Over the last year we conducted a lot of events in collaboration with Rotaract Club of XIMB Metro through Dr. Gopal K. Nayak (President of Rotary Club of Bhubaneswar Metro) and Dr. Latha Ravindran (Past President of Rotary Club of Bhubaneswar Metro & Assistant Governor, 2010-11) who acted as mentors to us. The Events conducted includes World Humanitarian Day, Joy of Giving Week, Blood Donation Camp, Drushti Daan Campaign, Save Electricity & Water Campaign, E-Literacy Project in SaliaSahi (a slum in Bhubaneswar), International Day of People with Disability, Candle March on Independence Day Eve and World AIDS day to mention a few. The events were aimed at serving the schools/society, understanding of the work environment and business opportunities within the community, promoting international understanding as well as enhancing the potentials of the members by making them effective leaders in their personal lives.



FACULTY



Amar KJR Nayak

BE (NIT Rourkela), MBA (IIM-Bangalore)
PhD (IIT-Kharagpur),
Research Fellow (Kobe University, Japan)
NABARD Chair Professor
Strategic Management

Dr. Nayak's research has been in understanding asymmetries in human actions and the consequent issues of control and freedom. The key assumption of his work is that all human actions are either asymmetry generating actions or asymmetry reduction actions. From this perspective, his research focuses on the contextual understanding of traditional firm design, growth of multinational enterprises, institutional issues, globalisation and control, and optimal enterprise system design criteria for long-term sustainability in a real world context. Prof. Nayak explains that the basic design of traditional firms especially the multinational enterprises is asymmetry perpetuating in nature which could lead to an unsustainable society. He therefore, has been involved in an action research project to develop a "Sustainable Community Enterprise System" in one of the economically poorest districts of Orissa, India, a research that attempts to optimise the asymmetries of an enterprise system for long term sustainability of small communities.

He teaches courses in Strategic Management, International Management, Indian Multinational Strategy, Strategy-System-Sustainability, Non-Competitive Strategies, and Research Methodologies at the Master and Doctoral Levels. He has published four books and several articles and cases in national and international journals. He is currently the NABARD Chair Professor at XIMB and serves in the board and committees of several organizations.



Andrew Dutta

M.Com (Calcutta Univ.), MTP (IIMT),
PhD (ICFAI Univ.)
Organisational Behaviour & HRM

Dr. Andrew Dutta is a rank holder and a Gold Medallist for academic excellence from the Calcutta University.

He 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 making presentations in national and international conferences. Apart from teaching, Prof. Andrew is also involved in training in corporate and Government sectors and providing consultancy through XIMB.



Asit Ranjan Mohanty

M.Phil (Eco), JNU, Fellow UGC, CAIIB,
PhD (Utkal)*
Dip in Risk Management (IIBF)
Accounting & Finance

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



Bires K. Sahoo

MA & MPhil (Univ. of Hyderabad)
PhD (IIT Kharagpur)
JSPS Fellow (GRIPS, Tokyo, Japan)
Lise Meitner Fellow (WU-Wien, Austria)
Economics

Dr. Bires Sahoo has more than twelve years of teaching and research experience in India and abroad, after his PhD. He 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. He has also been awarded the Second Young Management Researcher Award in 2008 by the Association of Indian Management Scholars (AIMS) International. His research contributions to

the field of applied production frontier analysis has been published in such journals as *Annals of Operations Research*, *European Journal of Operational Research*, *International Journal of Production Economics*, *International Journal of Systems Science*, *Journal of the Operations Research Society of Japan*, *Socio-Economic Planning Sciences*, etc. He has co-authored with Jati K Sengupta a book titled 'Efficiency Models in Data Envelopment Analysis' published by Palgrave Macmillan, London. He has been in the Editorial Board of *AIMS International Journal of Management*, *International Journal of Information Systems and Social Change*, and *The Open Management Journal*; and been a referee for 20 refereed journals of repute. He is currently working on several research projects in the field of applied production frontier analysis with scholars in India, Japan, Europe and North America.



Bishnu Prasad Mishra

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

Accounting & Finance and Rural Management

Prof. Bishnu Prasad Mishra started his professional career with State Bank of India, after graduating from the Delhi School of Economics, Delhi. He worked in the area of Corporate Finance, International Banking as well as Retail and Rural Banking. He also had a stint in the 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*

Dr. Misra teaches courses in Economics and Finance. He has joined XIMB on lien from the Reserve Bank of India. Known for his works in the field of Applied Econometrics, he has been a core team member in

Reserve Bank's research publications and resource person for policy documents. 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*

Dr. 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 & Development and
Strategic Management*

Dr Shambu Prasad was trained as an engineer before he broadened his research interests to work on the interface of science, technology and society studies (STS), and development studies. His research interests include systemic approaches to managing innovation, ecosystems and public policies; understanding institutional dynamics of government civil society and

business interfaces and designing systems for knowledge dialogues through learning alliances and networks. He teaches core courses on *Rural Environment & Public Policies*, and *Social Entrepreneurship*, and offers electives in *Innovation Management*, *Ecosystem Management*, *Networking and Advocacy*, etc. He has carried out research studies and projects on evaluation with a learning focus and coordinates a network on *Knowledge In Civil Society (KICS)* that promotes work on knowledge and democracy through joint work and enquiry between STS academics and constructive work involving regenerating peoples spaces. He is a member of international networks on *Institutional Learning And Change (ILAC)* and the emerging social entrepreneurship community. His publications involve ideas and processes that promote innovation, entrepreneurship and sustainable development in agriculture, energy, environment and rural development. He is currently involved in collaborative projects on science and ethics and the *System of Rice Intensification or SRI*.



Dipak Misra

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

Information Systems

Dr. Dipak Misra is Associate Professor in Information Systems Area. He 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 13 years of experience in teaching and research in various fields of *Computer Science* such as *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 teaching and research interests are – *Information Systems Planning*, *Management and Governance*, *Strategic Information Systems*, *Business – IT Alignment*, *Business Process Modeling*, *E-Business & E-Commerce strategies*, *Information Systems Acquisition and Deployment*, *Knowledge Management*, and *Agile Information Systems*. Dr. Misra has been working with XIMB from 2000.



D. P. 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 Design*, *Swinburne University of Technology*, *Sarawak, Malaysia*.



D.V. Ramana

*MCom, MPhil, PhD (Utkal Univ.)
Accounting and Finance*

Dr. Ramana's teaching interests are in the areas of *Financial Accounting*, and *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 an honorary consultant to the Government of Orissa for the valuation and financial restructuring of the state level enterprises.



E. M. Rao

M.A. (S.W.), LLB, PhD (TISS)

Human Resource Management

Dr. E. M. Rao is an Adjunct faculty. He had been with XLRI for 13 years (1997-2010) as Professor – PM&IR before joining XIMB in 2011. He was the Dean – Academics (2001-04) and Chairperson, MDP & Consultancy (2005-08), XLRI. He was in industry as a Personnel and Industrial Relations Manager for more than 20 years and was associated with several reputed organizations including Warner - Hindustan, VST Industries and IDL Industries Ltd., Hyderabad and later as an Advocate and Management Consultant. Dr. Rao was with the ICFAI Business School, Hyderabad as a Professor in Management (1995-97). He has published more than 20 papers on Personnel/Human Resource Management, Industrial Relations and Labour Law; edited the sixth edition (2004) of “The Law of Industrial Disputes” of O.P. Malhotra. He has authored a book titled “Industrial Jurisprudence – A Critical Commentary” (2008), which is the first of its kind in the world on the principles of industrial jurisprudence and interpretation of labour statutes. He was the Programme Director of several MDPs and In-company Training Programmes conducted in organisations like Shriram Honda, Raymond Synthetics, IOC, HPCL, OIL, Tata Cummins, BEL, Ranbaxy, ITC, NTPC, Goa Shipyard, ONGC, HPCL, Visteon, Dr. Reddy Laboratories, Eicher, Sasken Technologies, Coromandel International, NPCIL, etc. He is a life member of NIPM, IIRA, NHRD Network and NLLA. His areas of specialization include Industrial Relations, Labour Law, Disciplinary Action, Negotiation Skills, Performance Management, Potential Appraisal, Career Planning & Development and Managerial Skills/Effectiveness.



Fakir Mohan Sahoo

MA (Utkal Univ.), PhD (Queens Univ., Canada)

Organisational Behaviour & HRM

Dr. Sahoo is a Research Professor in the Organisational Behaviour & HRM Area and teaches Organisational Behaviour and Dynamics of Personal Growth. He has more than 35 years of experience in teaching and research experience at the Postgraduate level and was also a Visiting Professor to Queens University, Canada. He has published more than 15 books in Psychology and has been awarded the Canadian Commonwealth Scholarship, Shastri Indo-Canadian Fellowship, UGC’S Carrier Award and UGC’S Emeritus Fellowship. He has also been awarded Professional Associateship by East-West Centre, Honolulu, USA. He has guided more than 35 doctoral students. He is a former Professor and Head of the Centre of Advanced Study in Psychology, Utkal University. He has received several literary awards for his writings in Odia



George Joseph, S.J.

PGD PM&IR (XLRI), PhD (Madras Univ.)

Organisational Behaviour & HRM

Fr. George Joseph is part of the OB/HR Area since 2004. He teaches Individuals’ Behaviour in Organisation and Business Ethics. He offers an elective course on Transformational Leadership. His research study was on Transformational Leadership and Organisational Citizenship Behaviour. He conducts workshops on Transformational Leadership, Emotional Intelligence, Stress Management and Personality Development.



Gopal Krishna Nayak**

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

Information Systems

Dr. 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 IIIT, Bhubaneswar.



Ibha Kumar

MA (Kanpur), PhD (IIT Kanpur)

General Management

Dr. Kumar teaches courses in Communication. She has more than 26 years of research and teaching experience. As a Research Associate at IIT Kanpur, she has assisted in teaching courses related to Business Communication. She has taught at Vasanta College, Varanasi, Central Institute of English and Foreign Languages, Lucknow Branch. She has been conducting sessions on Pranayama, Dining Etiquette, Corporate Group Discussions, Facing the Interview, and Personality Development. She has conducted training programmes in Communication and Marketing, Public Relations and Courtesy, Effective Communication and Presentation Skills, Stress Management, and Business Etiquette. She has publications in national and international journals. She has also co/authored books. Her areas of interest include, Intercultural Business Communication, Corporate Etiquette, Personality Development, Communication Skills for Marketing Executives, Managing Self for Managing Communication, Management and Indian Mythology, and Ethical Issues in Communication



Jeevan J Arakal

*PGDRM (XIMB), PhD (IIT- Bombay)**

Rural Management

Prof. Jeevan has worked with Pratham Gujarat Education Initiative as a programme leader in Banaskantha, Gujarat and was a part of the start up team of the Centurion School of Rural Enterprise Management, Paralakhemundi- Orissa. He has worked on cluster development, microfinance and rural development related projects for four years. He has also been involved in training programmes for the Western Orissa Rural Livelihoods Programme (WORLP) and has been a resource person for course material development in Rural Marketing for the Indira Gandhi National Open University (IGNOU). Prof. Jeevan’s teaching interests include Rural Marketing, Consumer Behaviour and Sales & Distribution Management.



K.T. Chandy, S.J.

MSc. Agron (GBPUAT, Pantnagar)

PhD Agri Econ (Sam Higginbottom Inst of Agri., Tech and Sciences, Allahabad)

Rural Management

Fr. K. T. Chandy has worked 25 years at Indian Social Institute (ISI), New Delhi, of which 10 years he was head of the Department of Agriculture and Environment Education. He was also the head of the training department for 6 years in the same Institute. He has written and edited 615 booklets in English and 280 booklets in Hindi (published by ISI) as training materials on various topics under environment, natural resource management and rural production systems. He has conducted 1430 seminars, workshops and training programmes for people ranging from NGOs at the grass-root level to state level agriculture officers. He also developed 68 appropriate technologies to solve problems in rural production systems and environment management. He was one of the founder members of two colleges in Kohima and Jalukie both in the state of Nagaland and was Vice Principal of the former and Principal of the latter. He also worked as Associate Director, Catholic Health Association of India, Secunderabad. He has

authored and edited half a dozen books and published about 50 articles in various journals. He is a life member of Indian Society of Agronomy and Indian Society for Root Crops. His interest is to create managers who are sensitive to environmental issues and knowledgeable in environment and rural production management.



Kajri Misra

PhD (Cornell University, USA)
Rural Management

Dr. Kajri Misra has a Masters degree in Environmental Planning from CEPT, Ahmedabad and a PhD in Planning from Cornell University, USA. She has worked and taught for over twenty years in India and the US, with academic and professional interests in issues of governance reform, planning systems, research methodologies, institutional change and gender. Her professional engagements have included a variety of assignments for government, national and international organisations. With a number of international journal and book publications, and significant research and academic awards behind her, she is currently engaged in researching governance and planning reforms, and developing new programs to build capacities for decentralised governance.



Krishna Das Gupta

MBA, PhD (Utkal Univ.)
Marketing

Dr. Krishna Das Gupta started her career in sales in pharmaceutical industry. This was followed by 4-year experience as a corporate trainer in the area of sales and marketing. She did her doctorate in the area of

consumer

decision making. She has been teaching in B-schools like KIIT, Amity and MDI for the last 9 years. She teaches Brand Management, Services Marketing and Consumer Behaviour. She has undertaken various training programs, presented research papers in various conferences and published in refereed journals. Her research interests include Conspicuous Consumption and Services Consumption.



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.

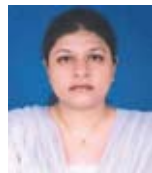


M.N. Tripathi

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 alcoholic 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, Customer Servicing and the Role of Affect in Consumer Decision Making. He has written and presented 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.



Mallika Nawal

MBA (IIPM, New Delhi)
*PhD (IIT Kharagpur)**
Strategic Management

Prof. Nawal offers courses in Oral Communication, Written Communication, Grooming & Corporate Etiquette. She offers training modules on Communication, Change Management, Perception, Leadership and Team-building skills. Her teaching and research interest also spans the area of Neuro-Linguistic Programming, Linguistics and its applications in the fields of Advertising, Marketing Communications, and Disability Etiquette. She is the Associate Editor for Vilakshan, XIMB's in-house journal. She has over 6 years of teaching experience and has taught at IIPM, Mumbai; IIT Kharagpur and S. P. Jain Centre of Management, Dubai. Her first international book, pertaining to the unconventional realm of religio-marketing, is widely distributed and available in USA, UK, Japan, Poland, Germany and France. She has recently published her second international book and her first Indian book on Business Communication (Cengage Learning) is at the printers. She is now working on 3 book projects with Cengage Learning, Tata McGraw Hill and Prentice Hall. Apart from her papers and textbooks, she has also published short-stories and poems, both nationally and internationally. She was part of the '11th Five-Year Plan' Sub-Committee on Management and Hospitality Management Education and proposed recommendations to the Ministry of HRD. She also serves as a Panellist on WHO's Network of Experts for Psycho-social Working Environment in Developing Countries.



Niraj Kumar

BSc: Agri & AH, MSc: Agri (GBPUAT)
PhD (IVRI, Izatnagar)
Rural Management

Dr.. 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 XIMB he was the faculty at IIFM, Bhopal for more than a decade.



P.K. Mohanty

*MCom, MBA, PhD (Sambalpur University)**
Accounting & Finance

Prof. Mohanty has served many organisations 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 5 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.



P.T. Joseph, S.J.

*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.



Paromita Goswami

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

Marketing

Dr. Goswami teaches subjects in the area of Marketing. She did her PhD on youth consumer behaviour. She has thirteen years of academic experience and two years of industry experience. She has taught at St. Xavier's

College, Kolkata for seven years and ICFAI Business School, Kolkata for about a year and a half, and is with XIMB for four years. She is currently on leave from XIMB to pursue her postdoctoral research as AAUW International Postdoctoral Fellow at University Center for International Studies of University of Pittsburgh, USA. Her research interests include terrorism and social marketing, grocery retailing, youth marketing, psychographics, shopping behaviour, media studies, AIDS-related communication strategies, gender discrimination. She has presented papers in national and international conferences and has published research papers in refereed journals in India and abroad.



Prahlad Mishra

MA, PhD (Sambalpur)

Economics & General Management

Dr Mishra is a Professor in Economics and General Management Area and teaches core courses in both the areas. He has undergone several short courses in the area of Research Methodology in the country and

abroad. He specialises in Econometrics, Social Research Methods and Multivariate Data Analysis. Has several publications in national and international journals of repute and has conducted several research projects sponsored by national and international agencies. He is presently the Editor of the International Journal of Development and Social Research and member of the Editorial Board of the Management Journal published by XIMB. Professor Mishra guides Ph D scholars in the area of Market Research in XIMB and Utkal University. His current interest is in the areas of Multivariate Data analysis, Forecasting Methods and Application Econometric Models in the functional areas of Business Management.



Rahul Thakurta

B.E. (BESU), Fellow (IIM Calcutta)

Information Systems

Dr. Rahul Thakurta is a faculty in the Information Systems Area. He has joined XIMB in April, 2010. In his dissertation, he investigated the nature of software requirements volatility, and explored the management

techniques. He teaches courses pertaining to Information Systems (IS) and Operations Management disciplines. His broad research interests include areas like planning and implementation of IS infrastructures, management of software ventures, impact of information and communication technologies on the society, and technology adoption and diffusion. He has published papers in international conferences and journals. He has four years of work experience in the IT sector prior to joining the Fellow Programme at IIM Calcutta.



Rajeev Roy

*PGDM (IIM, Ahmedabad)
LLB, PhD (Utkal)*

Marketing

Dr. 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 in 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



S.K. 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.



S.P. Das

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

Economics & Rural Management

Prof. S.P. Das teaches courses in Economics, Business Law and Rural Management. 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 recognised trainer in the field of Entrepreneurship. He also provides consultancy services to Government of India and many International Development Agencies in Planning, Implementation, Monitoring and Evaluation of Social Development Programmes in India. 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 the context of the rural poor.



S.S. 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 PhD 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 organisations. Prior to joining XIMB, Prof. Ganesh was an Academic Associate at IIM Ahmedabad for 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

Dr. 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 (Psychology) (Univ. of Allahabad)
MPS, PhD (International Inst. for Population Sc., Mumbai)

Marketing

Dr. Anand teaches subjects of Marketing Management in the areas of Indigenous Marketing Theories, Marketing Research, Product and Brand Management, and Advanced Data Analysis Techniques. His current research interests are in marketing cognition, myths of sustainability and public-private partnerships. Currently, he is working on the integration of his theories of Gandhian Branding and Theory of Cognitive Intermediation. His doctoral thesis on public-private partnerships is a result of joint research programme of IIPS, Mumbai and The Johns Hopkins University, USA. He is a recipient of PAA (Population Association of America) grant 2010 from William and Flora Hewlett Foundation. He was a Government of India Fellow at IIPS, Mumbai in 1999-2000. He is an advisory member on the board of Centre for Cognitive Justice and Consumer Citizenship, India. He has several publications to his credit in refereed journals. He is member of the editorial boards of Journal of Marketing, and Rai Management Journal. He is on the panel of reviewers for various national and international Journals. Prior to joining XIMB, he served as tenured faculty of Marketing at Mudra Institute of Communications, Ahmedabad. He has worked with industries such as TNS Global (formerly NFO); Synovate (formerly Blackstone Market Facts), and Drshiti Strategic Research Services. During his tenure there, he was involved in providing consultancy based on Marketing Research to about 30 companies.



Sanjay Mohapatra

B.E. (NIT Rourkela), M.Tech (IIT Madras)
PGDM (XIMB), PhD (Utkal)

Information Systems

Dr. Sanjay Mohapatra has more than 21 years of industrial experience, in organisations like Hindustan Aeronautics Limited, Larsen & Toubro,

PricewaterHouse, Infosys, Polaris & J&B Software. His teaching interests are in IT Strategy and Management Information Systems. His research interest is in the area of IT-enabled processes. He has published four books, several papers in peer reviewed 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. 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.



Soosai Peppin

M.A. (Loyola College, Chennai)

MPhil and PhD (JNU)

Rural Management and OB&HR

Dr. Peppin is engaged in teaching Social Analysis and Development Alternatives, Organisation Behaviour (Group Behaviour), Organisation Change and

Development, and Understanding Development Organisations 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 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 assigned the responsibility of Coordinating RM Area and Centre for Healthcare Management (CHM). He is also coordinating three major projects. They are (i) assessing the progress of achieving Millennium Development Goals (MDGs) in Orissa in collaboration with UNICEF, Orissa, promoting and strengthening the capacity for HIV/AIDS Counselling in Orissa as part of Global Fund for AIDS, TB and Malaria (GFATM) Round 7 and partnering with London School of Hygiene and Tropical Medicine (LSHTM) on "assessing effect of improved sanitation on diarrhoea & intestinal infection" in Orissa. He has coordinated a major study on Supply Side Analysis of Long Term Availability of Health Providers in Orissa. He has been a consultant to GTZ, UNDP, UNICEF, DRDO (Ministry of Defence, Gol), Swiss Caritas, Concern Worldwide and various leading NGOs in India. His current areas of interest include, Human and Institutional Change & Development, particularly in the Public Sector, Servant Leadership, HR, Ethics and Quality in Healthcare and Capacity Building of People Living with HIV. He has written extensively in the field of Rural Development, Rural Healthcare Management, MDGs, Organisational Culture and Human Resources for Health. He has undertaken health related evaluation assignments in Brazil, Bolivia, Venezuela, Colombia and Costa Rica.



Snigdha Pattnaik

PGD PM&IR (XLRI), PhD (Utkal Univ.)

Organisational Behaviour & HRM

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Prior to her joining academics, she worked in the corporate sector for two years. She is actively involved

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Dr. Guha Deb's teaching interests are in the areas of Corporate Finance, Mutual Funds, Portfolio Management, Derivatives, Fixed Income Markets and International Finance. His current research interests include Market Efficiency, Asset Pricing Models, Volatility Modelling, Financial Econometrics, Mutual Funds and Portfolio Management. Before joining academics he has worked in various senior capacities in the construction and infrastructure finance industry for about a decade.



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Prior to joining XIMB, Dr. 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.



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Prof. Padhi was practicing as a Chartered Accountant before joining XIMB. He is a Fellow member of the Institute of Chartered Accountants of India and has been a consultant to many Indian and Overseas Companies. Apart from his 10 years of practice experience, he also has more than 5 years of teaching experience. His teaching areas are Financial Accounting, Cost & Management Accounting and Corporate Tax Planning. His current research interest is International Financial Reporting, International Taxation and Transfer Pricing.



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Dr. Sudeep Mallick has over 13 years industry experience in manufacturing and IT sector. He was a Principal Research Scientist with Infosys Technologies Ltd. Bangalore and has widely published in international conferences and industry journals in the area of IT Management, Diffusion of IT, Enterprise Systems and Analytical Modeling of Enterprise systems. He has also worked as Project Manager in Business Transformation Projects for Fortune 500 companies. He is the author of a book on Enterprise IT Architecture which was jointly published by Infosys Technology and John Wiley and has also been featured in the Marquis Who's Who in the World (2007) for his contribution to the field of IT Management.



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Dr. William started his professional career with Engineers India Limited, and was involved in planning and monitoring of several mega projects. He subsequently joined as faculty in National Institute of Industrial Engineering (NITIE), Mumbai, to fulfil his passion for teaching, research and consultancy. He served as Dean (Academic) at XIMB for seven years (2002-2009). He has been teaching Operations Management, Project Management and Business Process Reengineering to postgraduate students of management. He has 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 initiating a course on Services Operations. He has also received the Dewang Mehta award for the "Best Teacher in Operations Management" in 2009. He has been consulting for several organisations and has also designed and conducted training programmes for several corporates.

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