



the reunion. batch of 1977

fun' डा

Foreword

How to build a time machine?

It's not all that difficult if you think about it. All you need is that little something that takes you back in time. May be a classroom, graffiti in the toilet or just the remains of a poster in your dorm. In just seconds you are transported twenty-five years into the past.

A past that has made you what you are, a past you might have hated as the present, a past that seems so far away. You recognize faces, but have a slight difficulty in recollecting names. You see corridors, but don't know if they reach the same end as they used to. You see a harmless blackboard, but it reminds you of a dark cloud of unknowing.

After a chaotic rush of adrenaline, you calm down. Slowly faces get names, corridors meet ends, and blackboards cease being intimidating. You start feeling warm, feel happy and feel at home. Things make sense.

It then dawns upon you that your present is nothing but an extension of your past. A mere thought away. You don't need a time machine to go back into the past. You need a classroom, graffiti in the toilet or just the remains of a poster in your dorm.

Come relive history. Come travel time as we look forward to rejuvenating memories at this twenty-five year reunion called Funda'77.

team Funda'77



Down south or D-1

Coming to the basement in the night is like walking into the secret meetings of KKK conclave. In the grim darkness the only sign of life is in Coordi-Datar's room as he "Maggoo Maroos" for the marrow. Cat Ram of course would be snoring away softly, and Simon and Garfunkel, (alias PD and Harbir) trying out 'those ones'. But why in the night? 'Cause they are all out all day.







This gazetted officer from South, having spent his fanciful years attesting testimonials decided to check out his managerial attitudes and after two years has come to the conclusion that there is no place like the Government to work in. The whole tragedy was that the Agricultural Division where he worked closed down with relief after Subbu's exit. Much acclaimed for his quanti abilities (he is a computer wiz) he has an obsession for software, hardware and striped underwear. A wide bowler by nature and a pace bowler by circumstances he gave batsmen a torrid time making them run yards away to meet the ball. A staunch naan-vegetarian he believes that optimal satisfaction of dining is along the critical path of fish's bone. He amazed one company by negotiating salary for a non-existent job.

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K. SUBRAMANIAN



My career after IIMA in '77 kick started with United Phosphorus based in Bombay, a chemical manufacturing company having multinational operations worldwide. I achieved dynamic success in establishing, launching and managing profitable startups worldwide and played a pivotal role in driving \$1 million company in '77 to a current \$20+ million company. Besides Bombay, lived overseas in Australia '94-'98 and in Hong Kong '98-'00. I am currently back in Sydney. As far as academics is concerned, I have completed the Advanced Management Program (AMP).

Married to Gomathy, IIMC-'77, who is pursuing her career in the IT & E-Com industry. She is currently a Project Director for IT based solutions for St.George Bank in Sydney.

My son Akhil is in year 10 and daughter Aarathi in year 5, both in Sydney.



A non-existing entity, an abstract quantity. In short, all encompassing pain - this is Radha to his dorm mates. A man of distinct ages and a nostalgic past, his participation in sports was strictly vicarious in nature. Wishing to get his trousers stitched Radha picked up a fight with the shopkeeper when he charged two-fifty before Radha realised that he was in the dry cleaners! A hardworking dedicated accountant he put many an engineer to shame with his credible performances in the quanti courses.



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V. S. RADHAKRISHNAN



Exactly 26 years ago, a typical young South Indian with 'Elvis' sideburns and one year of work experience (me...in case you didn't realize) entered the Indian Institute of Management at Ahmedabad. Over the next two years I made great friends and I got myself a couple of nick names - 'mother-in-law', and 'pain', for which I am grateful to all my classmates.

After passing out of the institute, I decided to be an accountant. One and a half years and I realized that the company I worked for (Forbes) did not really consider an MBA in accountancy a valuable asset! I left them to join 'Mercantile Bank', a proper British Bank. I was sacrificed to Calcutta where I remained for a period of eight years (they probably forgot I existed and so they didn't transfer me anywhere else). After four years of bachelorhood, in '83 I got married to Malathi, who I thought I could easily handle. How wrong! And a year after that I had a son, Prashant.

I was then transferred to Mumbai for two years from where I was moved back to Calcutta (my home away from home), where I spent another period of four years. Since then I have been to Madras for four years, to Hong Kong for two years, to Delhi for one and a half years and finally to Mumbai where I have been now for a year and a half.

I still feel I spent some of the best years of my life at the institute where I had the perfect melange of fun and work.



MISSING
IN
ACTION



Claims he is from Iran, sports an African hair-do and looks effeminate as his nickname suggests. It is his photograph that must have turned on the Voltas management. A total spare, he managed his entire second year with freshly typed copies of his summer report. A connoisseur of good music, Manju uses his huge radio very often as a night lamp. He managed these two years with a single undergarment. His favourite pastime is ogling at village belles near the hockey field. His patience and ability to get along well with people will help him in becoming a successful manager.

M. MANJUNATH



A plant breeding cum computer prodigy. Asawa sleeps on computer sheets and writes on computer sheets. He tried to get a teletype terminal installed in his room but succeeded only in getting a typewriter. His transistor is the floor alarm and it follows him faithfully wherever he goes.

B. M. ASAWA



B. SWAMINATHAN



The only Plastic Technologist in the campus he had diverse interests from dramas to countryside fielding. His stamina was a wonder to others as he came walking all the way from Cal (not to mention the airfare provided by the Co.). He gave nasty moments to Sharma on the footer field when he whacked his shoe into the nets completely missing the ball. a devout believer in the power of cosmetics he could never be seen without his 'vibhuti' on his forehead. Swami was constantly torn between the turmoil of deep slumber and superficial case knowledge. His project presentations were 'grand scenes' of verbal diarrhoea and conceptual constipations. A man always handy around the corner, you could rely on him to perform the vanishing trick when there was work to be done. A man of genial temperament and an amiable nature his forte was what he considered general management - which in others' opinion was doing nothing.



This poker-faced electrical engineer from IIT Bombay, used to luxurious first class travel, shocked his fellow passengers when he insisted that the upper berth in the 3-Tier bogie was only for luggage. Mally was the most sought after person for groups, mainly for his ability to generate multiple exhibits even out of a caselet. A strong silent man he missed the "I" of the School by his profound silent participation in class. Mally's ICW was one of hide and seek with Professor Saha and after a hot chase Saha caught him minutes before Mali took off from Calcutta Airport. A man of wide interest in sports -he was the only stumbling block between Sukhi and the goal in hockey.



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M. A. MONTEIRO



I joined Metal Box immediately after leaving IIM-A... spent 5 years in their management services division as their senior executive. Moved on to Orson Electronics as systems manager and rose to the level of director - Nihon Electronics, Group General Manager/ manufacturing of Orson Electronics. Joined Blue Dart. as Vice President Operations in 1989 and have handled a number of assignments in my stint with Blue Dart. I am currently Senior Vice President (sales and systems).

Met my wife *Marietta* in 1977 and married her on the 21st December 1980. We have two kids, *Marushka* and *Minoshka*, aged 13 and 8 respectively.



IT is often said that wisdom comes with age but for Uma age came along. This brilliant electronics engineer, with 5 years at BEL, had an inherent love for systems to the extent that for a question in IMP on systems contracting in purchase, he let loose all his verbose skills on selling systems like stereo sets, Hi-Fi's etc. Uma had an ingenious concept of cost-benefit analysis like making a trip by auto to and fro "Parekhs" to buy a greeting card worth 80 ps. His confidence in electronics has driven him to tamper his Radio Tanzania but never AIR. Uma converted a perfectly harmless game TT into a daring dangerous one by fracturing a leg in course of a game. A man with sharp wit and flowing language, he was young enough at heart to become a part of us.



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M. UMAKANTH



1977 the year it was. Armed with the halo of IIMA, decided to take a different path, and joined M/s Hindustan Everest Tools Ltd. In a place called Sonepat. (Wonder if anyone had ever heard of it in 1977). After two and a half years in exile handling a production job and after having been 'gheraoed' decided that the experience was enough. Operation Blue Star, in 1979 end saw me heading to the safer havens of the South to determine the destinies of M/s Best & Crompton as corporate planner as well as my marriage to Vijaya.

Conflict of cultures, resistance to integration, aging technologies, collaboration on fast forward mode et all were enough to gobble up close to 7 years with added experience in marketing and finance. The 7-year itch got over in '86 and I moved to E.I.D-Parry--just freshly acquired by a new management. All the past experiences quickly catapulted me to a profit centre head responsibility. Turnarounds, product launches, distribution, expansion, acquisitions, exports all leading to another 6 plus years and by now the familiar 7 year itch started resurfacing. A good scratch saw me in the Nagarjuna group setting up a new business.

After two and a half years with the group, decided to beat the itch this time and with a prayer on my lips and experience as the only ammunition, set up my own consultancy in '95 and presently setting up I.T.Enabled Services projects.

On the family front, have been happily married to Vijaya who is currently a senior executive with the Railways.

MISSING
IN
ACTION



Ravi Naidu walks into Sabar and sez, double fry kacha, page number 263, only to find Devji was not there. His passion for sleep was so high that he missed breakfasts in the first year. His weapons for driving out pigeons included catapults and water pistols. On the rare occasions that he was awake, he was more often found in the wilderness behind Dee One than in the class rooms. One of his many-sided histrionic talents was his untimely exposure of his physical assets which caused a lot of envy, frustration and sleepless nights amongst his fairer friends. This P & C man from Bangalore believes that there is no better control instrument than karate to achieve organisational goals.



RAVI NAIDU



Hail, Subba Rao! for here is one man who beat even Hitler on his authoritarian score, his score being 173 on the F-scale. A man believed in the systems approach, his room was full of different time telling gadgets -VOC, BBC, Radio Kuwait and IST too! The speculation as to why he chose Jyothi Ltd., was settled when his dorm mates discovered that Subbu thought Baroda was on the banks of the curving "Sarayu". His enthusiasm in all the games was so high that he could not keep pace with the requirements of the games. His brilliant research experience for four years should provide him a sound backing in his career. Au Revoir! Subbu!



V. SUBBA RAO



Spends four hours a day in front of the toilet mirror. Loves shaving and helping girls. His four page resume helped him get a job in Bharat Refineries. This character from IARI is highly dress conscious and fun loving. He thinks he is Gabbar on the campus. His CIS on Family Planning has motivated him to get married soon and follow the details of his report.

SUSHIL JAIN

MISSING
IN
ACTION



This Chemical Engineer from Golty Nadu believes in optimizing scarce resources to such an extent that he was often found taking a bath in the wash basin itself! Ku-Klux-Klan could not hold burning candles to his activities, as his circle of friends was unheard or unseen by his dorm mates, yet he had a wide circle of Golty friends. MOC was a challenge to him and he was a challenge to MOC-such a stickler was he for his fixed habits. A good half back in football he progressed to full back in class. His head was his asset while his dorm mates thought otherwise.



J.M.N. RAO



A wizard who clicks well with lizards. An encyclopedia of Hindi Film songs. Popularly known as nose picker-poker. He is either picking his nose or poking it around. A professional Flasher with amateur floor cricket tendencies. a pleasant creature with a warm heart.

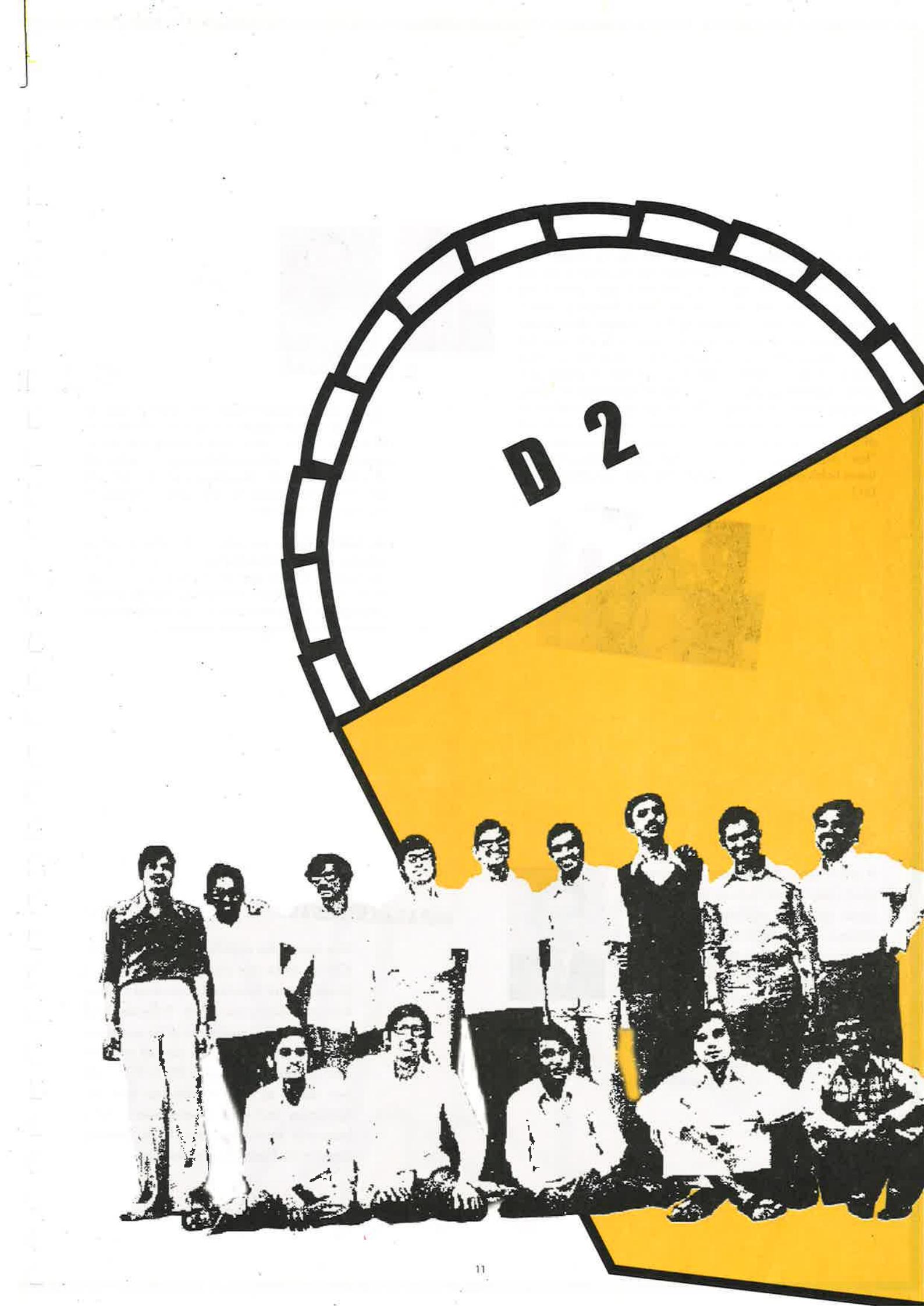


VIJAYANAND



The colourful south or D 2

Dee Two, located strategically near the DJ and classroom complex provided a happy hunting ground for the thirty nine odd of us. What with the construction activity in front of our noses, Dee Two could be accessed only by a precarious 'Sholay' bridge in the 3rd term. What with all the noise of dorm cricket, dorm golf, bamboo bridges linking the first floors of D-1 and D-2, there was always action ! We had a bunch of cool years with us. Gautam and his basketball, Eshwar and his single minded devotion to the SPA clan, Deb and his clicking skills. Ramachandru and the never ending flood of letters, Bori and his shuttle, TGS and his long range planning. Lakshma and the art of carroms, Jagat with his soft smile, Daring Daku from the Chambal ravines, and a lot more Mukhopadhyaya, Satyanarayanan, Suresh, Akhilesh, Chaturvedi, not to forget the basement which continued to be the exclusive privilege of first years who added so much to the dorm.



D 2





His principal hobbies were bulling and playing shuttle. This "young" (he really was - notwithstanding his physical stature) B.Sc. graduate from Madras was an active participant in the Institute activities. He had an uncanny knack for taking notes in class, e.g. "Inflation increased by 5% - Sneeze - Rangarajan gets up and so money supply. Srinivasa created quite a furore in his dorm one day with a huge police force at his door. We found out later that they had come to deliver his suit which had been sent by his Dad from Bombay (his pa is the IT Commissioner). Srinivasa's business strategy for winning the fair sex was described by his dorm mates as the "pepper-mint strategy" - he always had a roll of "Poppins" sweets in his pocket - handy for any occasion. His "fair" experience in the past has led him to believe that the future holds psychedelic colours for him (He's with British Paints Ltd.).



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C. SRINIVASAN



I started off with Berger Paints - then British Paints - in '77, for a decade before joining Titan Industries at Bangalore, where I have been working ever since. Apart from being the General Manager (Sales) for all Titan products in India. I am also part of the Titan core team which has molded the Titan sales organisation into a force to reckon with.

My family includes my wife Subha who is with a voluntary organisation and 2 sons - Ragav who is 17 and is doing his first year B.Com and Vidyashankar who is 15 and is in Std. X. We have our own apartment at Bangalore. As for my hobbies... I pursue Badminton very seriously and yoga (not so seriously!).



A rabbit with a characteristic black 'mush' which tries, in vain, to cover the prominent upper jaw, Gopi had two rooms in the campus - one in the dorm and the other in the library (that is, if one likes to exclude the shower). Missed an I-Schol for want of CP. Claims that his bush - shirt and pipe-pants (not counting the mush and teeth) got him into IOB.

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GOPALAKRISHNAN



After leaving the institute in '77, I worked with IOB for about one and a half years. Then I joined Gujarat Fisheries Cooperatives thinking that my background of fisheries and management will enable me to do something great. But that did not work out well and I left after 2 years. Then I joined RBI in 1981 and then opted to work in National Bank for Agriculture and Rural Development. I have been with them since then. I am presently posted in our Head Office at Mumbai.



An enthusiastic and regular visitor at the Gym, Sagar was always smiling, jolly and friendly. A fertilizer man (claims he has fertilizer in his blood), he has finally been hooked up by GSFC.



K. VIDYASAGAR



After a short stint with GFSC, I came into the world of Hoechst and was posted in Calcutta, in the most challenging domain of tea garden management. I moved on to Delhi, Mumbai and finally to Frankfurt for 3 years. On coming back I took on as MD for operations in Thailand and Indo-China, based in Bangkok. Acknowledging my affinity for the agricultural sector, since last year, I have taken over as MD, Aventis Crop Science in India, a merger of AgrEvo and Rhone-Poulenc agrochemicals business.

I married Richa. We have two children, elder son Sahil, and daughter Shruti.



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A lot of cacophony and some probability stuff thrown in between, you can be sure it is Prasad's MSM - II coaching to a few D-14-ites and this was his only regular activity in the first year. A connoisseur of Collegian "Jehangiri" he found tremendous "growth" prospects in himself. He has varied interest from skiing and singing to Marketing and Systems. Having entered into the biz he intends specialising in advertising "models". A man of multi-lingual talents (he knows five languages) he used this quite a bit to his advantage (Ref: British Paints interview). A man of extreme creative thinking, he believes in the Prasad's principle that the degree of creativity is proportional to the square of the number of hours of sleep. A great guy in transforming dull moment's into live ones.

H. V. SUBRAMANIAN



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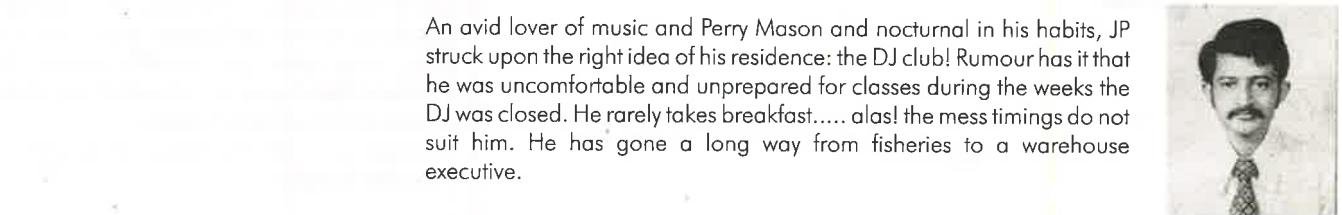
After passing out I joined Clarion Advertising in Mumbai and later shifted to Rediffusion. Here I became the Branch Director in Hyderabad, Chennai and Delhi before taking over as GM, operations, between '91 and '92. The entrepreneurial bug bit me the same year leading to my setting up Capital Advertising, New Delhi, which is possibly the largest independent agency in the city. Boasting of clients like Maruti, Electrolux, LG Electrolux, LML, Rayban and Pernod Ricard, Capital today employs 54 people and has billings of Rs. 500 million.

My wife Rani who lends a hand in running Shakuntalam, a cultural and dance institute, is also a home maker, with son Anirudh, in the 12th standard and a daughter Aditi, an IIM aspirant to look after.



A man of a calm and cool nature, R.P. was a devoted student. He was interested in the interests of the student community in general and that explains his keen interest in surveying the Gujarat University Campus regularly.

R. P. SINGH



An avid lover of music and Perry Mason and nocturnal in his habits, JP struck upon the right idea of his residence: the DJ club! Rumour has it that he was uncomfortable and unprepared for classes during the weeks the DJ was closed. He rarely takes breakfast.... alas! the mess timings do not suit him. He has gone a long way from fisheries to a warehouse executive.



J. PRAKASH



One can bank upon Anbu for any game of cards, especially Bridge, anytime. Anbu rarely collects case material and whatever little he manages to get through his floor mates is promptly disposed off as soon as a term ends. A spontaneous CP maker, he livens up any dull class with his farfetched CP. During summer placement he became famous for his Cheeseborough Ponds interview.

T. P. ANBU



Popular on his floor for bulling, Rao was 'Doctor' to his friends. Being the first Vet on campus he was generally interested in subjects and assignments related to Veterinary Sciences and has the last say on these in class. Even Godrej Soaps was convinced of his abilities and they hooked him to head their Animal Feeds Division.



E. N. RAO

K. V. KRISHNAMURTHY



Kayveekay was a 'quanti' king without having taken a quanti-specification in second year). A great exponent of the Public Sector, he was often initialed as P.S. KVK. Afternoon sleep came as naturally to him as any other physiological activity. So keen was he on financial analysis that he was looking out for an ad - "Wanted - Exhibit I & II analyst". KVK's unique selling proposition during his interview with the pharmaceutical company (which he joined) was his product formula for a sleeping drug aimed at the target segment of insomniacs (He was encouraged to develop this considering he had a ready market across his room - Srivatchan). A great guy - here's wishing KVK a lot of sleepy nights!

MISSING
IN
ACTION



This electronics engineer from Televisa spent a lot of his time listening to old songs at the DJ. His daily night prayer was that he should get up early next day and cut out the crossword puzzle from the newspaper before Prasad did so. Venki had 'hidden' talents in his handwriting, like the time Prof. Sheth spent many a sleepless night deciphering his OB-1 paper and ended up giving an A as he was not sure whether it was in Telugu or English. Another of his talents was his knack of making it to the final interviews for non-existent jobs (Re: His Bombay visit on March 4th). His extension motives ranged from collecting cases of everyone on the floor, to giving lifts in his car to "singing" damsels in distress (on one of our holiday trips to Madras).



M. S. VENKATESAN



An OR man, Thiru makes optimum utilization of his time while doing assignments; finishes any assignment in less than an hour. The mess timings do not suit this lover of Hitchcock novels either. Well reputed as an ACE player.

V. THIRUNARAYAN



S. RAVI



His selling strength at all interviews was that he was a romantic poet. And boy! did he write! He used to have a stock of adjectives to describe perfectly simple things e.g. 'happy bath', 'exciting sleep' etc. He had such unique motivation that he attended 19 sessions of CTP classes (for which he had not registered) for a piddly bet of Rs. 5. Ravi's physical stature was something to talk of! It is said that Peter D'Souza while taking measurements for Ravi's suit had to resort to a special measuring tape which gave readings in micro centimeters! His primary objective in life is to match Ravi Naidu one day in his build and bulk and he promises to do so in 5 1/2 years time. A sharp brain and a man of great wits, here's wishing him all the best.



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R. K. usually took things seriously. For example, he had heard the good old saying "early to bed and early to rise, makes a man healthy, wealthy and wise". He went to bed at 11 every night and was up in the morning before dawn - but he never became healthy. And as for the other part, wise or otherwise, a debate could go on and on! Scooters India Limited, Lucknow were very impressed with his resume and they offered him a job without even an interview. He was reputed to be getting letters in every mail. Equally frequent were his trips to Delhi.

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R. K. VERMA



My root lies in a B.Tech from IIT, an MBA from IIM, professional qualifications from SAP, Germany, Price Water House, Belgium and more, not to mention 22 years of experience. All of these having played critical roles in my becoming, Senior Consultant, ITC Geneva and Executive Director, in the Ministry of Information Technology, Government of India. As advisor to the Indian Mission to the European Commission and member of the Computer Society of India and IEE Computer Society, I have had the opportunity to advise the Government of India, on various IT related issues.



MISSING
IN
ACTION



R. SRIVATCHAN



He came to IIM escorted by his uncle and ended up spending one full term in the first year without using his bed! His objective then was to minimize sleep. He tells his dorm mates that he had reached an optimal value of - "4 hours 12 min of dozing on a chair"- an outstanding example of what achievement motivation can do, even in such drastic surroundings like neighbors Prasad and Ravi snoring away on either side of his room. The moment RSV went in for his bath, D - Zites would hear shades of Madurai Mani Iyer & GNB (classical maestros) filing the floor. His interests ranged (within work) from Systems to Finance - an understanding and patient worker, he took in all the work without a shrug of his shoulders.



N. SRINIVASAN



You smell a PJ round the corner and you can be sure that it's Mess Sriniv coming. In the first year he took a sufficiently long gestation period to get out of his ITI - CP making (he worked there before): e.g. "At ITI we do this" He was a self proclaimed OB expert. Talk to him seriously about a problem in capital budgeting and he would say "We have to take into account the psychoanalytic locus of control of the role types of the Finance Manager". He spent more of his second year third term time at a Company in Baroda where he was doing his ICW. When latest reports came in, he was still laboring at trying to turn the company around. He practiced what he preached - extension motives: like the time when he conducted non stop classes (POM) for a certain segment of PGP I's in their 1st term. Guess who?

Cacofonix or D-3

D3 has always been a rival to the DJ in hitting the high notes. The combined peak unmusical output of its polyphonic channels has many a time effectively drowned out whatever the DJ system has to offer – ask the lucky (?) guys in D4 and D5 who get all this free of charge, twenty four hours a day. Music, sports, bulls, brains – D3 has them all, all the synergy is just beautiful.

D 3





A. RAGHAVAN

Raghavan arrived here with the fond hope that his friends would call him Raghu. Not surprisingly, his friends chose to ignore his efforts at marketing the concept, and decided on 'Rags' instead, which was shorter, crisper and altogether more appropriate. Rags' view on life and other mundane matters are not as way out as his long hair and keds adorned with floral patterns would suggest. Rags brings to whatever he does a kind of fierce enthusiasm that can shatter the morale of the opposition. Ask those who have had the temerity to differ from Rags' point of view in class, or better still, those unfortunates who have been conned into representing their dorm in cricket with Rags in opposition. It has been suggested that his flopping mane and almost sinister approach to the wicket intimidated the batsman as much as the actual velocity of the missile delivered but then that's what fast bowling is all about. Rags' bowling figures have suffered at the butter fingered hands of slip fieldsmen, although perhaps not as terribly as he would have you believe.

The vocal member of the D3 music making triumvirate, Rags can match the new DJ amp decibel for decibel. Not surprisingly, his suitor can claim to have the highest turnover of broken strings on campus. All in all, a tremendous bloke to have around, the perfect 'Bridge over Troubled Water' that Simon & Garfunkel had in mind when they wrote the song.

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After graduating, I joined the Anand Group (Gabriel, Perfect Circle Victor, Purolator and other companies) where I worked for 7 years- in sales, product management, exports, and overseas projects. In '84, I joined Sundaram Fasteners (part of the TVS Group) at Madras, was with them for 11 years, getting into domestic sales, exports, purchasing and new ventures.

In '95, I joined Delhi Automotive Systems (at that time, a wholly-owned subsidiary of General Motors) as CEO, Bangalore setting up a Greenfield project. I moved across to the corporate office at Gurgaon as Director-Marketing and Planning. In '99, I joined Ingersoll-Rand at Bangalore as Executive Vice President - Air Solutions, and Member of the Board. I continue in this position till date.

I married [Maya](#), and we have two children - [Ashwin](#) (17) and [Archana](#) (13). We live in Bangalore. Maya is working on a career in web-design, while Ashwin is just starting his engineering degree course. Archana is in Std. IX.



A man with a heart of gold, he would at times be disconcertingly undiplomatic. An I-Schol in the first year, he fell prey to the lighter atmosphere of D3 top floor and devoted his energies to bridge and bulling in the second year. The floor accountant, he tended to give up things too early (e.g. OR but bad debts). A hardcore quanti man his two main pastimes were making CP to liven up PPC classes and competing with Tawre in keeping birds away from D3 with his "singing".

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GOBIND LULLA



The list starts with Greaves Foseco Ltd ('77-'78), meanders through Asian Paints ('78-'87), passes Pidilite Industries ('87-'88) and ends at Blowplast Ltd.

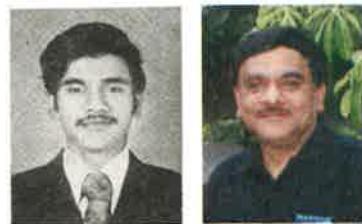
My wife [Lata](#) has devoted herself totally to the family that includes my sons [Gaurav Kumar](#) and [Gautam Dev](#).



D3's representative to the I-Schol league, it came as no surprise to anyone when he topped the SPA list in first year. His ability to sleep through anything -- hurricanes, earth quakes and even the combined efforts of the flute, guitar and gun throat on the first floor -- earned him the title of "Kumbhakarna" of the dorm. An occasional CP maker he did not believe in making speeches less than 10 minutes long. A man with wheels, his late night visits to Law Garden helped his floor mates survive the mess grub.

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B. RAMASWAMY



Between joining Voltas in 1977 and leaving, in 1986, as a General Sales Manager, I moved from Agrochemicals to Corporate planning and then Refrigerators, where I was involved with the launch of the Voltas refrigerator in 1985.

I joined the startup, Sonata, as marketing controller. After it being enlisted as an IPO in January 1999, and being listed in NSE, BSE and BSE, I earned my current position as President and MD of Sonata Software Limited in 1995.

My family comprises wife **Lavanya** who was an athlete for Karnataka, daughter **Priyanka** (15) and son **Praveen** (10).



ARVIND

For some mysterious reason, he has more or less successfully suppressed the Sharma angle, giving rise to vague opening gambits: "Hi, I'm Arvind", "Arvind what?/Arvind who?", "Just plain Arivnd" etc. Known as the friendly neighborhood Dracula (at least during first year) because of his habit of getting up from bed when the rest of the floor goes to sleep. He strongly believes in IPR, democracy and single-minded application to whatever/whoever has caught his fancy at the moment. He suddenly developed a strong affinity for experimental photography and set up a parallel Koty's in his room, using unsuspecting PGP2's as guinea pigs. Blessed with a generous helping of the grey stuff, he is the kind of guy who makes old-timers nod in appreciation and say: "Watch that boy-he'll go far".

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A whiz kid from Pilani and the 'Baby' of the dorm, Manoj needed his 15 hr. nap every day so that he could stay awake and cheerful. He's the guy who regularly fell sick twice a month. And when he wasn't living on sick grub, he subsisted on a few cups of tea, one or two chappatis, ice cream, crossword puzzles and (during placement) companies. Manoj, who showed displays of temper when people didn't take him seriously because of his age and demeanour, awed everyone during placement by taking Messers Levers, TAS, Coats et al in his stride.

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After passing out of the institute, I spent my first couple of years in marketing at Voltas. I joined advertising in '79 at Clarion McCann. Joining Chaitra in '83 as Account Director, I rose rapidly in the agency. In '87, I was asked to handle the first Leo Burnett network account – Procter & Gamble, with their planned entry into detergents (The Ariel launch). In '92, Leo Burnett's equity participation in Chaitra was accompanied by my appointment as the Deputy Managing Director. In August '95, I took over as the Managing Director of Chaitra Leo Burnett with additional responsibilities of looking after Burnett's interests in Bangladesh, Sri Lanka & Nepal. I have also helped establish affiliates for Burnett in Bangladesh – Bitopi Advertising and Sri Lanka – Leo Burnett Solutions, the agency's second network in India in association with Dentsu–Orchard Advertising. And the agency's media arm Starcom. In 2000, the agency changed its name to Leo Burnett India.

My passion for innovative planning techniques have helped unearth powerful consumer insights for creation of superior advertising. My paper on innovative techniques for unearthing consumer insights received an award from the Market Research Society of India. I have served on the executive committees of Advertising Club of Bombay, National Readership Survey Council, Advertising Agencies Association of India and Media Research Users Council. My other interests include travelling & reading. I spend my rare free weekends at my farm in Alibagh with my wife Poppy- a writer and children- Ishita, 18 and son Akshay, 17.



MANOJ HASTAK



What did I do after I finished my studies? I studied some more. I received a Ph.D. from Pennsylvania State University in '84 and joined the marketing faculty at the University of Illinois. I am currently the Chairman of the department of marketing at American University, where I teach, still study, and conduct research in marketing and public policy. I am also a consultant to a variety of US federal agencies.

I have even served as an expert witness for the US Government in many cases of deception in my field of expertise.

My wife Smita is a systems analyst with Oracle Corporation. We have a two and a half year old son, Vivek.





L. V. TAWRE

Known variously as Lalsing/Tower/The Frenchman. Tawre is a happy-go-lucky character. A guy who loves to play practical jokes, he always ended up as the lone soul on the other side of the fence in any discussion. Singing is another of Tawre's loves. His late to bed and early to rise habit and his early morning recital of Petula, Englebert & Carpenter's etc..., used to keep the birds away from D3 and his dorm mates cursing in D3.



MISSING
IN
ACTION



S. L. RASTOGI

Shyam to his family, Rastogi to strangers and Rusty to his friends, he used to set a 20 point program every term and assessed his performance by analysing the variance. He also took the lead in extra curricular activities by getting engaged after first year second term. He took the lead in the cross country race too but unfortunately his name did not figure anywhere in the list of those who completed it.



T. JAGAN MOHAN



Jags operates an MIS that has no equals. He gets the necessary data from a wide circle of friends in the relevant places. A wicket-keeper-batsman with a sound technique, Jags finds it difficult to decide whether to stick to the Brijesh Patel look or to add a frenchie to it. Possesses a distinctive cricket cap in startling red which he prefers to his Institute county (in sober blue). Always keeps extra stocks of Liril and library tickets, which his floor mates make full use of. Lone input to the dorm from Hyderabad, Jags is now homeward bound, having successfully landed a job in Hyderabad itself.



Our man for all reasons, K.K. always keeps a cheerful countenance. An avid CP maker and an encyclopedia on statistics (cricket, that is) his wicket keeping resulted in near losses for the Institute sometimes. A man of very regular habits, he extended them to regression analysis (100 a day), thanks to his CIS. Everybody was suspicious of what he did in his summer job but nevertheless his company offered him a job at the salary he cared to ask.



V. KRISHNA KUMAR



A truly mature and balanced outlook, and a strong sense of what is fair and what isn't – that's Chatty for you. A pucca saheb (with none of the negative connotations) who believes in cricket on the field and off it, Chatty suddenly freaked out with three centuries and assorted high scores in the second year. He also plays a number of other games with an expertise that is difficult to match with his substantial girth. Senior-most among Dee three musicians (Rags, Chatty and Deshpande) Chatty plays the guitar and the harmonica, and specializes in blending Indian classical music with Western pop tunes through his 'improvisations'. His room became the automatic choice for long winded bull sessions and Chatty's subtle signals for closure evoked much merriment but hardly any movement from the janta in the desired direction viz, outwards. Chatty brings with him an air of assurance and stability. He's finally ditched L&T for Tega.



R. CHATTERJEE



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I spent the first three years after IIMA helping to organize the marketing function for a start up company, Tega India, operating in a difficult B-to-B market. For the next two years, I worked with Chloride India, marketing industrial batteries and then serving as Executive Assistant to the Managing Director. In '82, tossing caution to the winds, decided to embark on a career in academia, starting on my Ph.D. in marketing at Wharton - University of Pennsylvania. I have since been on the marketing faculties of Purdue University, the University of Michigan, and the University of Pittsburgh, where I am currently Professor of Business Administration. My teaching, research, and consulting interests are in the area of customer-focused development and management of products and services, particularly those with a technology orientation. I am Associate Editor of Management Science, and a member of the Editorial Board of Marketing Science. I have taught in executive education programs abroad in Hong Kong, Vietnam, Brazil, Ecuador, and Slovakia. Right after the reunion, I will be in Sydney for the first half of 2002, as Visiting Professor at the Australian Graduate School of Management.

I married **Moitreyi** (Mita, for short) in Mumbai in November, 1978. We have two boys. **Aniruddha (Onny)**, (19), is a sophomore at Stanford University, majoring in Science, Technology and Society, a multi-disciplinary area of study focusing on technology and its impact on society. **Ishan**, (7), is a second grader at a Montessori School.



rakesh@clipsalindia.com



R. C. KASLIWAL

Mentor of the floor, Cash, as he is better known, refused to identify himself with his surname. Enjoyed more than his share of the newspaper and the dispensary. Always walking around with an air of confidence, he was a strong believer of nothing, but claimed superiority over everything. A pro-counsellor and a kind soul. Cash was willing to listen to all our laments. Claims that he would have certainly represented his university in baddy, had they only included him.

After shuttling between a number of jobs till '85, including assignments with Jyoti Ltd., Eicher, the Shriram Group, I finally settled down with Electric Control Gear India Ltd. I moved laterally and up the ladder to find myself in charge of their day to day operations as Vice President in '92. I am also a member of the managing committee of Electrical Research and Development Agency and a member of the Technical Committee on electrical accessories, of the Bureau of Indian Standards, Delhi.

I married a psychological counselor, **Nutan**, who heads a special school for children with learning disabilities. We have a son **Aditya**, who is studying for Bachelor's Degree in Dental Medicine at Bangalore.



Raja hit the D3 scene only in the second year, after successfully negotiating a seventh place in the room list with Harindran. Says he was motivated to join the D3 crowd after sitting next to Deshpande for a whole year in class - can you believe it? Has the habit of getting into heated arguments with Arvind on several wide-ranging issues, including the suitability of the dhoti as an item of formal wear; shares with Arvind the vague habit of getting up every thirty minutes in the wee hours of the morning (and promptly going back to sleep). Also lapses into Tamil suddenly while in conversation with non-Tamilians leaving them thoroughly mystified. Has a hair-trigger temper, which however gets dissipated in double-quick time.



P. RAJAGOPALAN



Raja started his career with L&T (Chennai) than moved to Bangalore to join Blue Star. After a while, he started his own concern of marketing chemical process equipments in Chennai.

He had a kidney failure and was hospitalised in December '99 for dialysis and kidney transplantation. After he was discharged he moved to Pune to teach at Symbiosis & IMA Academy. He fell ill again, and he was admitted for chest congestion and breathing difficulty.

He died of a massive heart attack on October 15, 2000. He is survived by his wife, Mrs Rajalakshmi, his daughter, Lakshmi and his son Dasarathi.



Trips/Tripy/Tipsy loves all the good things in life - Mt Abu for one (he hit that scene so hard and so often that it's still recovering); classes for another - even in second and third term he made it a point to attend all of them, a thing which shamed his dorm mates and provided them with ready made meticulous notes. An avid movie goer he has a record of all the movies he saw in the past ten years and was very well informed on all film land (and other) romances.



M. N. TRIPATHI



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From alcohol (Central Distillery and Breweries) to paints (Asian Paints) to alcohol again (Shaw Wallace)! Follow it up with teetotalling to Dunlop and back to alcohol (Chief of Operations Whyte and Mackay) and what you have is my winding journey in the corporate sector that ended as Chief of Sales and Marketing, Jagatjit Industries Ltd, Gurgaon. Subsequent to this I dwelled into hardcore academics as senior marketing faculty in Xavier Institute of Management, Bhuvaneshwar.
My wife teaches children in Montessori school. We have two daughters **Ipsita** and **Bhavna**.



The quiet one in a floor full of high decibel personalities, proud possessor of a tiny transistor radio which plays classical Hindustani music most of the time. Provides professional back-up support for all quawali items that go on stage at IIMA. Also insists on inflicting his harmonium music on the others in generous doses, probably in retaliation for the stuff dished out by the guitarists and the flutists. Well-up in quantitative methods, Nits (along with Arvind) was, for a short period, the recipient of increasingly passionate love letters daily from a faculty member in the marketing area (who wanted him to put down some of that knowledge on paper, to serve as models for others). He used his electrical engineering background to good effect in repairing the pantry heater and fixing connections for rooftop dorm parties. Calm unruffled and likeable -- that's Nits in a nutshell.

N. V. DEORAS



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It's a before and after story. Before '88 I was with Godrej and Boyce and ever since, have been in charge of the Toyota spare parts business in Oman for Bahwan Automotive Centre, a large organisation with Sales of \$1 billion and over 4000 employees.

My wife **Asawari** is the Accounts and Finance Manager of the government controlled Oman Gas Company. My son **Ameya** is a student of Electronics and Computer engineering at the University of Illinois, while my daughter **Gayatri** is in class eleven.



RAJIV DESHPANDE

Destined to go places through the computer route, Rajiv exudes self-confidence bordering on brashness. His room has a real live-in look, with clothes, case material and computer printouts competing for the available floor/bed/desk space. His strengths are computers, flutes and a capacity to talk/lob/debate his way through any situation. Give him an inch and he'll take a flute (and play Raag Kalavathi, jazz style, in A minor). When not talking or playing the flute plays Simon & Garfunkel's 'Anjai' on the guitar -- probably holds the world record for the number of times a particular tune has been played by a single person. Claims to have diversified into "Rain" of late.



I am the Chairman and CEO of Camber Entertainment and Pulseworks, and a director and largest individual shareholder of Camber Corporation. I bring over 20 years of successful start-up, growth, management and diversification of various technology companies and operations, both domestic and international. I have been featured a number of times on the INC500 list of fastest growing private companies and nominated and made the state finals for the E&Y Entrepreneur of the Year Award. I have also been a recipient of a number of similar awards for corporate and community success, notably the Excelsior Award from NETIPN-NY. I began my career in '77 setting up technology joint-venture companies for a large Indian conglomerate. Later managed branch, district and regional marketing positions at Burroughs Corporation. Was a part of Unisys Corporate Program Management for software productivity tools and later Senior Regional Manager for Unisys for the Western Region for Software, Mainframes, Open Systems and Networking. I acquired Camber Corporation in '92. Since that time, Camber Corporation has grown from a start-up to having over 600 employees, and has spun-off or spawned numerous other companies and businesses. I live in Atlanta, Georgia, married, with three children.

Resting on Pigeon Holes

or

D 4

Want to know where the hub of IIMA was? D-four! Apart from the fact that we had the (Mail) pigeonholes and the hostel office, we also had a fascinating set of people here. From without it looks like just another Kahnian Confine. From within, ah - that's entirely a new, mod world. Let's take you on a guided tour of our home for two eventful years.

Climb the stairs, ignore the walking around with towels around their Midrifs and here we have, exhibit I, the First Floor! Meet the PGP IIs. Nagy the horse - famous for his Elvis hairstyle. Meet the fair singer from Assam - Pita - all six feet four of him. Meet Indru the whizz kid of basketball. Hear the greatest concert on earth - a Mixture of Jim Reeves and Neil Dimaond from Nagy's and Arora's music boxes. Meet our only civil engineer - Bishnoi. See the human machine at work. Jaini. You'll be lucky if you find Sastry and Bhide around. And then, meet the Freud of the Campus, Arora. Our PGP Is - the one and only Pinjani of Rolls Royce fame and Kanda the Slogger and a sober debater.

Lets go upstairs. No, we are not in Madras but in A'bad. Meet the Suthy gang - a bunch of real good sports. Hari of hockey fame. Sriram and Anand the last of the big time gamblers. Nani the Mridungam artist, Ravi the quiet guy, and Naga the not so quiet guy. And then of course, Bhaskar! a mischievous mimic. Dramatics at IIMA will never be the same again, not after the 'Butcher of Barcelona' has hit the scene. Meet Ambrish the brains trust and Deepak the spare and a chess champ. In short, a real cool crowd.

Well, we had the usual seasons in the sun and lot of joy and fun besides. The dorm parties, the Rugby jokes, and the missing newspapers made time fly so fast, that one cannot believe that two years are over. Farewell, till we meet again.





An ubiquitous figure on the sports field. Be it any game, his presence was a must and the spectators also thought so. 'Major' to his close friends because of the stiff moustache on an otherwise gentle face, he is the man for dare devil deeds. While in the dorm, we usually could find him going through the case materials by cutting down on his novel reading. But at the deadlines for group assignments you could see him sitting poker faced at his desk, trying to live up to his reputation of a reliable group man.



INDRAJIT



I left my abode at D4 of IIMA as a lean (but not mean) youngster to Usha Martin Black in the city of joy - Calcutta, to work in their export department, but moved to their factory at Ranchi in '78 and spent two years in the August company of H Nagpal and Suvendu Mohanty, who were with Bharat Forge. Moved to WAVIN India Ltd., Delhi with Prof Keshav Prasad, Harvard MBA and Ex WAC Prof. at IIMA. Spent 7 years with WAVIN and got married in Nov. '83 in Delhi to **Purnima**, a historian from Mumbai University. Inspite all my efforts could not stop the company going to dogs. So decided to call it a day and moved from WAVIN to The NEXIN Group in '87 as a VP. Here I dabbled in import - export and new projects. I was blessed with an adorable daughter in '86, **Indrani** (now in class ten at Mayo College, Ajmer). Luck took us to the African continent and we were in Kenya ('89 -'97), with me at the helm of affairs with the UB Group and then as the MD in an African mining and processing unit called African Diatomite, before coming back to India. Currently I help starry eyed aspirants achieve their goals with leaps and bounds as the President, Big Leap Academy - a computer training company.



You walk into his room to find an easel with a half finished sketch on it and unless you show interest in it, he loses interest in you and may start talking about the workload at hand. The 'empathy kind', Sastry has a parallel face of sorrow from his experiences, to match yours and can always be relied upon to lend his shoulder to weep on. OR is his passion and one could find him dabbling with long computer outputs and multicolored sheets to accompany it, the latter being just a reminder of his artistic been of mind. His sketch "Love me for what I am" is still a star attraction in the DJ.



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D.N.SASTRY



After PGP, I started with Dept of Space at Hyderabad. I also had a stint with HAL and then moved to Computer industry and private sector in '87. Career changes and moves were more frequent from then onwards. Visionlabs, Hinditron, Onward Computers, Indotronics are the companies I worked for in Hyderabad, before I moved to an overseas assignment to head Computer Systems House LLC in Muscat, Oman. After successfully establishing the company from ground zero and completing 2 large projects there, I moved to USA as Vice President for New Horizons Software Inc., (a start-up NRI company) based in Lowell USA. After 3 years with NHSI and a brief experiment with my own company, I am currently working as Software Development Manager with CISCO Systems

Married **Lakshmi** in '79, an Engineer from REC and with success stories of her own, she is currently Senior Process Manager at Sanmina Corporation, a large contract-manufacturing firm in North America. Elder son **Aditya** (20) is in 3rd year of college and younger son **Sashanka** (15) is in high school. Both enjoy playing basketball.

I enjoyed my career, travelling and working with different people and nationalities each having distinct culture. I would like to do things quietly. I enjoy visiting friends, reading and music and being a handyman at home repairing and then replacing most of the repaired items!



As rumor would have it Nagpal (his study of medals in IIT notwithstanding) was scared by the rustling pages of a book, and ever since he's had a pathological hatred of anything scholastic. A champion bad(dy) man and health faddist, his resemblance to the equine species is amazing and much remarked upon. His identity crisis is that he hasn't decided whether he should look like Elvis Presley the singer or Khartoum the stallion. The contraption he got into the habit of calling a tape recorder deigns to play only Jim Reeves. Lest we leave you with the wrong impression, he is not without destination -- Spares arise and salute your king.



H.NAGPAL

MISSING
IN
ACTION



Meet the only rounded personality of the dorm, Bhide -- 38-42-40. An agri engg. IIT Kgp, his prowess in Maths is known far and wide. He still believes that 2 and 2 make 22. A husky soprano lending to a falsetto, his evening bathroom singing enabled the dorm to synchronize their watches at exactly 20:05 hours. A master at BP, (his attendance was statistically insignificant), he would divide his evenings equally between bridge, the bogs, and sex education lectures to Tawre. We hope that this 'jyoti' of our dorm will give a lot to Jyoti Ltd.



A.M.BHIDE



A thorough gentleman, matured beyond his years, he could be trusted to keep track of the latest on the 'academic' front. His class notes were booked by the hours before day exams since one could expect to find every single utterance of the instructor duly noted down backed by nothings from the library readings. He intends going back to the Assam University for an academic career but was the most wanted man at the placement time since it is difficult to find a more patient listener.

PITA.SHYAM



When Nani walked into the interview with Sudharsan Chemicals, the interviewer repeatedly asked him to recite 'Ba Ba Black Sheep'. He did. He got the job. The same evening Nani was seen vigorously trying to lift Bhide in the Gym. Incidentally, he is on the 200th day of his fourteen-day body-building plan. His bed heaved a sigh of relief when he decides to go to class and his bed utilization works out to 105%. He managed to wake up even Hari with his melodious voice which accompanies his first love - Desi National Panasonic. Under the able guidance of Ravi Naidu, he is a self-styled-Blackbelt in Karate. There is only one word which could possibly describe Nani's mastery at playing the Mridangam: Spell-binding! God bless you. Nani!



R.NARAYAN



Meet Jeetu, the little boy blue who thinks that a pondy is a product diversification move by Ponds. A devoutly religious Jain, his Sunday visits to the temple left everyone in the dorm in a state of wondrous amazement. God's gift to Man Acc, he spent the major part of the first year acting as the dorm savior whenever trouble like 'Modern Ice Cream' hit the campus. A busy bee during the second year, he specialized in Working Capital Management, not only the course, but also the working capital of the fairer sex, he broke many a heart by refusing to help out in Accounts!

Realization has dawned, at last. Now he is busy formulating strategies to trap 'Mates' in Ranchi.



J.K.JAIN



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After having passed from IIMA, I had joined Usha Martin at Ranchi with a view to help them in developing a strategic planning dept. But all I ended up doing was some MI reports and analysis, got fed up in one year and joined DCM in '78 as management trainee, and since then it has been a typical Indian marriage, did have a divorce once to meet up with my old girlfriend - the ambition to do something of my own. I did my own business for about 5 years but as it happens with all these types of relationships - I couldn't sustain it and came back to my Indian wife - the faithful DCM in '91. Since then it has been a happy life thereafter. Today I look after the finances of this company called DCM Shriram Consolidate Ltd.

Let us now talk about my real marriage. After running around several girls from a distance - I couldn't woo anyone. My parents ultimately had to search a girl for me at a tender age of 30. So in '85, I married **Nisha** and in this case - I have remained married to her till today. Nisha is a housewife and manages a family of one husband and two kids, one daughter - **Shubham** (16) and one son - **Vaibhav** (13), and of course herself. Both the kids are studying, Shubham is in class X and Vaibhav is in class VII in DPS, Noida. Shubham is also trying her hands at dancing whereas the son is following his POP's by just lazing around at the house itself. Nisha has built her own house in Noida about 6-7 years ago and looks forward to days when I will retire and have a sun bath in the house.

As was expected by people and friends who know me well, there is no other activity that I indulge in except maintaining my daily temple visits and some essential readings.



hariharan@emirates.net.ae

V.HARIHARAN



This bull from Tamil Nadu, a six-foot towering personality, excels in Football, Cricket and Hockey. A strong, silent type, he is extremely generous - with others' coupon books. The reason why Vazir Sultan has recently started building an exclusive image for Charminar is Hari's insistence that Charminar is the fag for executives. His visit to IIMC has had a profound impact - he stopped attending even the few classes he used to. Hari's reading includes, besides mags like Time and Newseek, certain stimulating literature and Hari was always to be found wearing only a lungi. One note of warning to Bharat Forge - beware! you are in for something!



I started my run with Bharat Forge, Pune. I ran through the length and breadth of the corporate ladder. I relayed from Corp Planning Exec to Product Manager to Sales Manager with Durametallic India - my second job, '80-'86. Lured by petro-dollars and a need to build up some economic security at a faster pace I ran even harder, away to Oman, where I joined Bahwan Automotive Centre and after a couple of years ran straight into the chairman's office (as the Chairman himself). I never stopped as I moved on to Sharjah and become the Sr Manager and then Dy General Manager, Dynatrade Automotive Group.

I have made sure my wife, **Mallika**, ran as hard as me and become a school teacher after marriage, putting her M.A., B.Ed from Madras University to good use. Both my daughters **Prarthana**, 17, studying in her first year in BSc, Visual Communication, with a major in graphic design at the American University in Sharjah and **Aarthi**, 11, in class seven at Delhi Public School are artistically inclined and have no intention of joining me in my run of life. I still run 5 kilometers each day atleast 5 days a week. Call me "the living Nike Ad".



Popularly known as 'mama' because he looks like one. Extremely brainy and quick-witted, he picked up A's in all quanti and finance courses, without his presence being felt in class. His room would put a pig sty to shame. And once, after losing his room-key, he settled for using the back door for a month before getting a duplicate (and a triplicate). His life-ambition is to make a fortune by playing 'flush.' 'Mama' has recently negotiated a contract with HMV for an LP of his well-known Non-Veg songs (God save the Carpenters!). We wish this absent-minded professor all the best in life.



**MISSING
IN
ACTION**



J.SRIRAM



A chappie with many aliases, he is affectionately called 'Dicky', 'Dhanam', or 'Pentiah' (International Football Coach). Although he has never kicked a football in his life, his vociferous pronouncements on how the game should be played has made him second only to Pele. He was observed visiting the gym frequently. Later it was found that the purpose of his visits was to see himself in the small mirror at the gym. Being the only Kisan on the floor, he is very outspoken in his defence of the agrisector. A strong willed hard working student, he was a much sought after project partner and don't be surprised if the agri output shoots up to 200 million tonnes once this loveable lad gets going.



D.K.RAVI



V.ANANDA KUMAR



This trim, young 'Madurai Veteran' had to wage an eternal battle with the pigeon in his room, right from the start of the second academic year. Finally, an amicable settlement was reached when they decided to share the bed. Recently the pigeon has mothered two chicks. A very meticulous person, he got his suit altered a dozen times before Peter de Souza finally begged for mercy. A keen enthusiast of international cricket, he is always glued to his transistor. Stubborn as a mule, he once tried to convince his friends that he had once traveled in a bus that did not have a clutch. When Anand and Sriram were waiting for opponents to turn up for Carroms finals, they started playing 'teen patti' and Anand won with a white trippie. He accepted the API offer in the hope of getting a free Scooter (Thank God he didn't apply to Indian Airlines!).



R.K.BISHNOI



The only Civil Engineer of our batch. It is rumoured that he had suggested interview dates to the companies for his final placement. But a warning to companies for his final placement: only - dates he had many but was never serious. He started at the touch of the button 'go' on any topic under the sun (wish the sun covered less extensively) and left the audience groping for the non-existent button 'stop'. At group meetings for assignments his main contribution was through suggesting ways to cut down the 'operational' time to the bare minimum. An infectious 'happy go lucky' guy is our verdict.



A man who wears a tie to the Collegian, you will say, will do anything. But you will be wrong. A deeply religious man. Sudhir will spend the rest of his life in the service of the god Bacchus. That fertile imagination, that matchless eloquence, and that lost little boy expression are his offerings to his deity. One thing in his favour, he has mastered a very difficult musical instrument - his record player. This venerable antique formed a cartel with Nagpal's 'dabba' and raised Merry hell in the dorm. The beatitude is attributed to him - Blessed are the purveyors of hooch for they shall be rich in spirits.



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S.K.ARORA



After passing out from Ahmedabad, joined a Distillery & Brewery at Delhi/Meerut and went on to head the Adm operations as Factory Manager. Shifted in '78 to the Western UP Productivity Council and headed Centre at Kanpur - conducting consultancy/ middle-management training programs and running PGDBA courses. Went back to hometown Dehra Dun in '80 and started business of book selling , printing and publishing by the name of BOOK WORLD. Settled in Dehra Dun since then. Specializing in forestry and in military history-related printing & publishing, particularly regimental histories. Have been writing on military affairs now and then for defence journals like the Indian Defence Review and Combat Journal. Currently associated with the LBS National Academy of Administration, Mussoorie in some joint publications in diverse fields ranging from Co-operatives to aspects of Land Reforms.

Married Suman, who is from Bombay, a graduate from Allahabad University and has a PG Diploma in Management from Sydenham College, Bombay. She has been teaching since '88 and is seriously into designing clothes - ethnic designer-wear for ladies. Sahas arrived in '82. He is currently at Bangalore, pursuing a B.Tech. in Electronics & Communication and Sahil, born in '85, is currently in Class XI - also planning to enter the Engineering stream.

I am into reading - an eclectic panorama, but with special focus on historical semi-fiction - the Mahabharata period and Ancient Rome are my special passions. Have been able to keep up with some swimming and badminton.



The 'Dennis The Menace' of the dorm, Nags was probably born with a decision tree in his mouth. His 'cup runneth over' with bubbling enthusiasm and that is why he has earned the name of 'enthu'. He exercised in the gym so enthusiastically that the dumb-bells put on weight. 'Enthu' has a tremendous capacity for collecting information on every topic under the sun but one has to advise him on its relevance. A firm follower of the participatory style of management, he consulted at least thirty three people before getting the position of his tie-knot right. A hard working ambitious youngster, he has kept many a bull-session lively. Don't be surprised if you see Nags in the ads since he has been hired by Asian Paints to replace 'Gattu'.



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K.N.SUBRAMANIAM



I joined Asian Paints and after a brief stay of over a year moved to Anand Group India's leading auto component group based in Delhi. Moved to Purolator in October '78 and went on to head marketing operations by June '85. Joined Perfect Circle Victor in '88 as a member of turnaround team as Head of the Victor Gaskets Business which became a very successful company in auto component industry, by '91. In '92 moved on to Anand Corporate office to set up new JVs with TOTAL of France & TDW of USA in the oil and gas industry. In '95 was made President of 'Degremont', a subsidiary of French leader, in water treatment and turned around the company to make it a strong water and waste water treatment company in India. In May '98 joined as President of Gabriel India which is the flagship company of Anand Group and has eight manufacturing locations in India. Gabriel, a very strong and well-known brand is market leader in Ride Control Products for OEMs and in replacement market of Automobile & two wheeler industry. Currently heading Gabriel as Managing Director since 2001.

Married Rajeshwari in 1984 and we have a son Uday, 12 years, doing VII grade. Rajeshwari, an anaesthetist, is an Additional Professor with AIIMS, New Delhi.



An extremely likable young man, he could easily be featured as a model in any fashion Mag. This Modella Man's luxuriant moustache is the object of envy of all those not so handsomely endowed. His deceptively innocent looks have earned him the name of 'Samiyar' but he can wax eloquent very easily on the subject of sex. His only 'Dushman' was the crocodile lizard in his room which loved the comfort of his company. He has had tremendous successes as a batsman and although he has a melodious voice, his retiring nature prevented him from coming out with his talents.

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R.RAVI



I joined Britannia Biscuit Company (BBC) as MT in '77 and was posted as an Assistant Production Planning Manager soon after training in '79. The MNC-cum-Mumbai lifestyle made me and my orthodox parents insecure and one year of bachelor-hood ended when I happily entered into wedlock with Chandrika in September '78. New arrivals in '80 (Master Rajkiran) followed in '81 (Baby Rajashree) brought cheer to our family and us. My smooth take-off in BBC was interrupted in February '82, when I returned to hometown, Chennai, due to domestic problems. After a one-year stint with a Dutch Diamond tool manufacturing company as All India Sales Manager, I joined Maruti Udyog Limited in September '83 as a Service Engineer. My fascination for the four-wheel machine made me opt for a service career in a PSU. Eighteen years in Maruti Udyog Limited took me through Chennai ('85-'87, as In-charge, RO, South), to Kolkata ('87-'95, as RM, East) and then to Delhi ('95 till date). I am in the area of CRM since January 2000 (Not an enviable function to work in times of intense competition)

Chandrika is a fine-arts graduate and works as a primary-school computer teacher. She sings very well and is an extrovert, quite unlike me. Our son, **Rajkiran** has joined SUNY at Stony Brook since this fall for a Masters in Computer Science. He topped his college in BIS (DU) earlier on. Our daughter, **Rajashree**, is pursuing her final year BA in English and excels in vocal and keyboard music.

**Cows may come and Cows may go; but the
'Bull' in this place goes on forever**

**or
D 5**

Defy, the enthu dorm, populated by total spares and haunted by extra-inputs from other dorms, was a real 'home away from home'. It had a diverse mix of talents ranging from operational talents at one extreme (the repair shop as it is very often called) to lobbing talents at the other and was a big contributor to campus life in all aspects such as I-Schol/G-Schols, games captains, secretaries, committee members etc. Thought it was a bit top heavy (14 PGP Twos as against 6 PGP Is), we had a tremendous time with Intense Sudhakar, Cat Tilly, Spare Sudhir, Outspoken Punia, Quiet Reddy & Innocent Peri. We were a self-sufficient community with a cigarette shop, repair shop, coffee shop, a photographer, a mini-DJ, tennis-cum-cricket-cum-footer-cum-golf course and a counseling unit, where everybody gave unwanted advice to everybody else, Pitaji, Maaji and a baby with some "brotherly" relations thrown in for good measure. All in all, it was a fun place to live and we will carry happy memories of Defy with us.

D 5





Recorders, watches, radios, scooters, decks, amps, he has fiddled with them all. See any of these anywhere in the vicinity of Vastrapur, rest assured Maaji (as he is affectionately known in D5) has seen the insides. Of the watches, he emphatically asserts, the small dainty ones are the easiest to repair. You name it, he has done it - captained chess teams, been part of accidents, organized the cross country, written poetry, missed lunches, bunked whole terms, raved for alpha, shaved his beard, bowled fast with tennis balls, maxed exams and managed the Student Stores. He is quite a perfectionist with almost encyclopedic knowledge of anything from astronomy to his vocabulary. Difficult to believe but he was an undisputed eating champion in the first year. This very active leader of Defy can always be heard when he is around.

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V.D.TOLEY



I started off with Sudarshan Chemical Industries, but ended up getting my laurels while working with Rexor India Ltd. We developed and launched the first Metallised Polyester Based Solar Control Films and got the National Award for innovative packaging for it. This has been followed by more American and Indian Awards in similar capacity while working with Rollatainers Ltd. My present assignment is, as Director, Technical of TEXCORP Ltd which is a zip manufacturing venture.

My wife [Snehal](#) is a special educator for mentally handicapped children and my two daughters, [Aditi](#) and [Ketaki](#) are studying.



The P.J. Specialist of the Institute, Matter is a total Casanova. His deceptive drops on the Baddy Court are as good as his lobs otherwise. He has proved himself an able arbitrator in all intra-dorm fights except of course the ones where he is a participant. Putting up a poker-face, he bemoans the fact that whenever two people land up in his room, they start fighting (specially Naggie and Ronnie). Having brought light to many an IIMA programme he has recently taken to cigars - as a sign of true executive behaviour. Our IIT Kanpur-cum-L & T engineer, has the guise of an ICW. His room has been the most popular spot for bulling, yet the ash-tray in his room is rarely used. He leads others by rules in profundity, though he insists on provoking others by profound statements (Ask Naggie, he can tell you more on this).



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S.K.MATHUR



Stuck in the Polymer industry as hopelessly as I would not strive to get out, I started off with L & T Bombay. I followed it up with a marital coup on [Geeta](#) and moved to Calcutta with Packaging Machinery Metal Box. I gave up on Calcutta as soon as I had given in and joined Caprihans Mumbai, marketing PVC films and other industrial plastic before moving on to become the CEO of Bhor Wavelock. Followed it up quickly by a quick stay at Reliance Petrochemicals and joined Ester where I have chosen to remain till date.

And oh! Somewhere down the way we also managed the time for two daughters, [Ruchi](#) and [Nidhi](#). Ruchi is studying MSc Nutrition and regulates my diet. Nidhi is studying to become an architect at JJ Bombay. I play a little tennis now and love to travel!



MISSING
IN
ACTION



The only I-Schol of the Dorm, Rajesh is the prized customer of the makers of "Waterbury's Compound". The Photography Secretary of the Institute, brother has taken a good look at his subjects under the pretext of taking photographs. It is said that he took off his shoes only when he bought a new pair and that was before he joined IIM. The most smartly dressed PGP, his extra-curricular interests include attempts at singing (so he thinks) and writing poetry on sitar.

RAJESH KUMAR



This wholesale cigarette outlet of the Institute claims to have done research in Physics. Pitaji, as he is affectionately called, has proved to be a boon to smokers by being woken-up at 'desperate' and 'odd' hours and has quite often been surprised by people entering through the balcony while he refuses to provide entry to others by pretending to be fast sleep. This fraud Bong's room has always been the centre of Bong conferences. He has all of a sudden taken a great interest in Body Building, despite his old age! It is speculated that this was taken up after his first visit to NID. A good (?) player of all Intra-dorm games, he spends a considerable amount of time in the DJ listening to sitar. A good singer, in general and especially in classical music. Oroop (the Bong version) has plans of marrying an intellectual classical singer! Among his 'quotable' quotes "poetry is the impish attempt to paint the colour of the wind" has been bracketed with those of Tennyson and Socrates. Very few, however, know that such of his quotes are a mark of protest against Roy's burgeoning poetic talents.

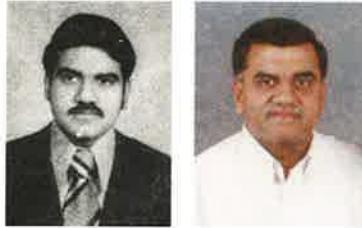


ARUP BHATTACHARYA



This quiet, hardworking, and senti guy underwent fantastic structural changes during second year and had to stitch a whole new wardrobe as he put on 16 kg (mostly around his mid section) in 3 months. A chemical engineer plus half M. Tech from IITM, he is good in solving quanti problems though he gets funda doubts at the 11th hour. He is a good TT player and firmly believes that Bharat Natyam and Cricket can be mixed to evolve a really artful bowling style. He is also touchy about subjects like paunches and weighs himself every half an hour on his weighing machine, hoping against hope. His affectionate smile has mixed motherly instincts in quite a few people - males as well as females.

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S.VIJAYARAJAN



After graduating from the Institute I dabbled in marketing high-quality ball pens and finally set up a small scale unit in Bangalore to manufacture precision engineering components for tractors. In '85 I promoted Super Tech, a company manufacturing PVC and Glassmat separators for storage batteries (with technical collaboration from Austria). Super Tech today is a leading supplier of battery separators in India. I am currently the Managing Director of Super-Tech Battery Components Pvt. Ltd.

I married **Usha**, a homemaker by choice. We have two children - a daughter, **Pavithra** who is all of 23 years, an MBA and a son, **Harishankar**, a 20 year old budding computer engineer!



Ever heard this name before ? He is popularly known as "Chhota" or "Speedy". This chemical engineer from Annamalai had only one life-long ambition - to join IPCL. As a result, he submitted the same report for at least a dozen projects in a dozen courses. But when it finally came to a crunch, namely placement, he accepted a lucrative offer from Lintas. His reports always had one last blank page entitled "Instructors comments" - which, needless to say was never filled. His plaintive cry "Viji, Viji, Viji" has woken us at odd hours and the ruthless way he sang "Woman In My Life" brought tears to our eyes. Future plans: to start a house-hunting service in Madras for ex-IIMites.



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S.RAGHAVAN



After passing out of the institute, I had a brief stint in advertising across all conceivable functions but creative! Followed this stint by joining Mode Services, then a start up research agency. In '86, I moved to the clients side (MRF and Hasbro Toys). I am currently Executive Director TNS Mode India, based in Bangalore looking after the HRD and South India Operations. I enjoy teaching at MICA Ahmedabad and IIM B.

Nalini entered my life in '79 and 22 years of blissful marriage has borne two beautiful children, **Akshai** 21 years. He has just received a degree in Computer Engineering and **Smrithi** who is 17 years and currently preparing for her class 12 exams.



Have you seen the person who has missed the maximum number of breakfasts in this campus? Have you seen a lean, lanky young man storming around in all functions at IIMA? You bet -- it's Suresh! This B(e) Com, single events secretary, attracted by figures, ate and drank in a world of finance -- his packaged specialisation at the Institute. No wonder, his contacts (apart from Library, his well-kept room, and books) narrowed to one single soul in the campus! The future plans of Suresh, our guide to Ahmedabad (he is a local and insists Guju land is the best in India) include: publishing a 'Guide to Ahmedabad'. 'IPR' (courtesy Parate), and figures (wow!) based Bombay jobs.

suresh_sundaresan@yahoo.com



S.SURESH



After graduating from the IIMA in '77, I joined Voltas Ltd. at Mumbai. Married Padmalatha in '80 and moved to Ahmedabad. In '81, I quit Voltas Ltd. and joined Search Consultants, a consultancy firm promoted by Prof. Mote and Prof. D.D Trivedi. In a couple of years I made my next move to HDFC Ltd at Ahmedabad. During my stint with HDFC I handled international assignments in Indonesia & Sri Lanka for US AID projects. Completing ACS, LLB and AICWA in the first half of '80s, I moved to Chennai in '87 as Financial Controller and Company Secretary of Beacon Kone Ltd. (Best & Crompton Group). A couple of years later I made my next move to TVS Ltd., the flagship company of the TVS Group [Sundaram Motors], as Financial Controller. In '95 I turned entrepreneur and started my own financial services company - DMS Financial Services P Ltd. Apart from NBFC related functions, the Company also carries out financial consultancy for various clients in India. Of late, I have been specializing in handling entirely outsourced finance functions of IT companies.

I am a visiting faculty at the Indian Institute of Management-Kozhikode, the Institute of Company Secretaries of India, Ahmedabad Management Association, the Madras School of Management Studies and many other institutes in various parts of the country. I regularly present papers at the Annual National Conventions of the Institute of Company Secretaries of India, the ACME-IFMR Convention etc. My articles have been published in business journals such as Business India, Fortune India, etc. Deeply involved in social work, I am the Secretary of a public charitable trust, which is dedicated to providing basic medical facilities and higher education to the poor and needy. The trust has adopted a group of villages about 25 kms from Chennai, runs a free medical dispensary there in collaboration with Apollo Hospitals, Chennai and a free computer education centre in collaboration with the IIT, Chennai Alumni Association.

Paddu and me have two children - **Anagha** and **Abhinav**. Anagha is a second year student of Electronics and Communication Engineering while Abhinav is in the final year of school



Sounds rather unfamiliar, doesn't it? Rony, which is his 'real' name, is the baby of the dorm. This enthusiastic alpha-dorm captain has been a constant source of 'eclairs' and 'fib's' to his dorm mates. Although the former runs out-of-stock occasionally the latter is available at all times of the day. His 'affaire' with Chatty has been widely discussed by everyone. He is the best bat in dorm cricket - with a slightly unorthodox style. Of course, his smile is rather alluring but degenerates into 'grin' at times. If one wonders why Rony spends his time in the DJ between 12.30 and 1.30 in the afternoons on all working days -- the answer is "for obvious reasons". Rony is also a budding poet and has been a tremendous source of motivation for his project group-mates especially when he dares to sleep comfortably with a nonchalant face amidst a heated discussion. His only complaint - "Why do people never take me seriously, yaar?"



R.KHUSHRUSHAH



Was with Asian Paints, Mumbai Head Office till July '78. Left for Iran in August '78. Joined an Italian Shipping Line, Merzario, as "Systems Analyst" in September '78. Transferred to Dubai in January '83 to look after their "Feeder" Section- Finance and Administration. In January 88. Merzario was sold to another shipping line and the Dubai Office closed down in December '91. Joined the Italian State owned Shipping Line, Lloyd Triestino, in January '92 as the Finance and Administration Controller for the Middle East and West Asia Region at its Dubai Regional Co-ordinating Office. Appointed Head of International Auditing Division of LT's Trieste Head Office in August '95. Also made responsible for Far East Region Finance and Administration Control in August '97. Promoted as Area Manager Middle East and West Asia in February '99. LT privatized and sold. Started my own telecommunications Company ARKTEL FZ-LLC at the Dubai Internet City in July 2001. Arktel sells prepaid telephone calling cards in the US and Italy. Plan to open offices in the UK and Sweden before the end of this year and in Canada by mid 2002. Completed my CPA through Becker's Institute in '96. Other interests include developing a holiday resort at the sprawling 143 acres agricultural land bought at Gargotwadi, Pune. This will include a yoga and meditation center, home for the aged and a nursery for the needy.

Son **Shahriar** is studying Electrical and Computer Engineering at Georgia Tech, Atlanta since August '99. Daughter **Noushin** doing her A levels and plans to study mass media, journalism and advertising at the University of Toronto from Fall 2002. Wife **Homa** is an HR Manager in Bank Saderat Iran, Dubai..



Georgee as he is called (in fact, he often cribbs that it is his pop's name and not his) is a happy-go lucky chap. He is a Chemistry research fellow perceived to be an engineer and suddenly turned to marketing at IIMA (God save the organization he is going to join) and successfully frauded the whole campus for one term wearing zero-power glasses. His major curricular interests include teaching Ronnie tennis (in vain, of course) and marking Kerala based CP in all marketing classes. At the moment his major extracurricular activity is developing good 'IPR' with the fairer sex. His future plans include setting up of a Matrimonial Services Bureau to give expert advice on love and allied matters!



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ROY.P.GEORGE



Joined Tata Exports briefly and left for Dubai. Worked there with a trading and distribution company till '84. A brief assignment with Bechtel led me to Saudi Arabia. I returned to India in '86 to join the exports division of Rallis. I subsequently joined the Melsons Group, an International Trading Company as the Country Manager based in Mumbai where I worked till end '99. In Jan 2000 I joined Agro Tech Foods Ltd., the Indian outfit of ConAgra Foods Inc. USA as General Manager.

I married [Rachel Roy](#) an Engineer by profession. We have two sons, [Nikhil Roy](#) (14 years), and [Nishant Roy](#) (11 years), both doing their schooling in Mumbai where we are settled.



Is somebody banging your door and on top of it shouting, "Get up - it's time for class" - Be sure, it is Jain, the wake-up man of the dorm (No wonder his name in the approach reads S Pain) This calm and quiet physicist turned, marketer, has never seen IIMA by night (dozes off at 10 sharp) and much against D5 norms, is a very rare buller. Naturally, he is very serious about studies (he attended all the classes in the 2nd year 3rd term). In fact, he is more remembered for his class presentations, which start of with the entire case and/or the previous presentations being repeated. He claims that his major activity in the campus is (apart from reading all the cases on the assigned days) running a mile each morning. Any way, we grant him the benefit of doubt, since none of us have ever got up earlier to prove it otherwise.



SUDARSHAN JAIN



I started my career with Lupin after passing out from the institute and then moved on to J&J. Currently working as a Director - Marketing with Knoll Pharmaceuticals, now a part of Abbott Laboratories, USA. During my span of 25 years with the Healthcare industry, I have been responsible for setting up strategic business units, buying and selling of brands, restructuring of operations and introducing and nurturing many well known prescription and OTC brands.

[Vanmala](#) my wife is a graduate from NID, Ahmedabad. Currently teaching at IIT Mumbai. We have two daughters, [Saloni](#) and [Lubhani](#) who are in the 12th and 8th standard respectively.



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If you are interested in knowing 'what's cooking' up in the north eastern or south western part of the campus, you have no other better option than to talk to Nate. And rightly the degree "CIS" has been awarded to him by his friends (Campus Information Services). His other honorary degrees include NCP (Natekar Coupon Policy). CPA (Chairman-'P' Association). His major extra curricular activity in the campus is playing volleyball (Institute Captain) and he successfully managed to volley his dorm. PGP II and IIMA out of finals (so what ?). Apart from this he believed in active social life in the campus - he arranged the maximum number of Ghati get-togethers and Interaction Dinners (M. A. Interactor!) with the faculty. His future plans include "turning around" sick mills (in which direction - God alone knows!).



M.A.NATEKAR



After working in Finance for two and a half years with Voltas Ltd. at Mumbai, I moved to Jumbo Electronics Co. Dubai UAE. I moved to a local multi-division group of companies in Abu Dhabi to head their finance function. The Gulf war forced me to explore other alternatives and I chose Canada in '94. Here I have been involved in the implementation of the Financial Information Systems for various organizations. At present, I am working with Deloitte & Touche, consulting various organizations on implementing ERP software.

I got married to **Smita** in '82, Smita works in IT for a popular well-known reward - Air Miles. Our daughter **Sneha** is currently in the last year of high school and our son **Aniket** is in Grade 8. Both our children were selected to act in a documentary released by the National Film Board of Canada.



Sarathy used to curse people 'Kablaath' (God knows whether it was Arabic or Hebrew) and the name stuck. This unique man in the campus - one of the only 'CA & MBA' type was virtually hunted by companies during placement. In fact it is a common phenomenon in D5 to find messages like 'Usha (UMBIL) wants you. 2000..... please come to placement office'. It is rumoured that for a major portion of the interviews, the negotiations centered around a two bed room flat or a three bed room flat! Kablaath took to smoking only after coming to IIMA (not that he didn't have any 'vices' before), and now he (along with Chota) can easily put a factory chimney to shame. This arid chicken eater is more remembered for his CP in CTP classes - one often wondered why 'Taxman 76' is not named after him. One final word about Sarthy - All through his stay here we never felt that he was an old dad (4 years experience) - so young at heart and a great companion!



V.PARTHASARTHY



After passing out of IIMA, I joined Metal Box and jumped out within a year to join Madura Coats (Coats Viyella India) starting as Management Accountant and ending as their Group Financial Manager. I played a lead role in turning around their Apparel Fabrics division and directing the company's transition to UK GAAP. Thereafter, after two useful years with Essar as their Vice President of (hi) Finance, I took charge as Vice President of Finance of Caribbean Ispat, a group company of Ispat International N.V. I have arranged the financing of the world's largest Direct Reduction Iron project costing around US\$220 million and restructured the company's finances during adverse business conditions. I also played a key role in the highly successful I.P.O. of Ispat International N.V. My expertise spans Business Strategy, Start up Projects, Corporate turnarounds and Project Financing. Currently I am the Director & Chief Financial Officer of Desalination Company of Trinidad & Tobago, an American JV engaged in BOOing (Build, Own and Operating!) the world's largest reverse osmosis desalination plant in Trinidad.

Married **Rama** in '77 and we have 2 children, **Preeti**, a senior in the MBA Program at University of Akron and **Akshai**, a freshman in Electrical Engineering at Virginia Tech.

I gave up smoking as fast as I picked up, lead a simple life style in the "no problem" country and love to keep in touch with my friends.

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This inmate of D5 encompasses 78 kgs 'solid stuff' which thrills him for he feels that his weight equals International Standards plus 4 kgs of buffer stock (to take care of the fasts he goes on when mentally upset). The weight of his personality has placed him at the top of the tug of war team, both as captain and as anchor. It is rumoured that he was visiting a nearby temple before placement interviews began and in fact he was the first man to get placed on the campus even though he missed two lots of job announcements. A special feature about him is the whirlpool of 'Intimate' he accompanies wherever it goes. With an electronics background he turned out to be a 'marketeer'. He claims to have specialized in 'selling' ideas and handling IPR problems.

SHYAM PARATE



Bala as he is very popularly called, is the Ace 'spare' of the post-graduate programme. He is a treat to watch on a tennis court with all his 'drives' and 'lobs'. His residential premises for all practical purposes is the DJ. A very quiet chap otherwise, his contribution to the eternal bull sessions in D-5 ends when he suddenly wakes up and says "Gentlemen, let's change the topic of the 'Bull'. Bala is generally fond of all food items except those available in the mess. Bala has never been wrong in his curricular calculations of grade points. He has always been a staunch believer in the 'Break-even' theory' and when you see him coming out of the exam hall well in advance, you can be sure that he has just about broken-even.

V.BALACHANDRAN

**Spares of the
World, Unite!
or
D 7**

D-7 was a tolerant dorm not only for its PGP Is and IIs but also for participants in any activity under the sun for which there was an abundance of energy but no available room. Even the Institute dogs took advantage of this and produced a sizeable litter downstairs, displacing hardy weight lifters (Yes, the Gym is also in D-7) on pain of bitten ankles.





R. N. RAO

One of the strong, silent variety, "Groover" was IIM's answer to Giacomo Casanova. Made a name for himself in NID where he was known to the cogniscenti as "Jimmy Rao". His modus operandi is still a closely held secret. It can't be his brilliant conversation for even in his extremely talkative moments, his conversation is limited to "uh.....uhh.....dhu.....!"



I started off my career with Indian Overseas Bank, before joining the Craig-Jones group of tea and coffee plantations in Bangalore. This was followed by some more studies leading into a MS in agricultural economics from Blacksburg, USA. Although I joined United Soya Products, on my return to India, followed by Kissan as Marketing Manager my pursuit for agricultural economics culminated in me retiring in '96 to look after my agricultural property in the outskirts of Bangalore, with wife Anita and sons Varun and Vikash.

SUNDER RAJAGOPAL



Ladies and gentlemen, meet Speedy, He is witty, humourous, entertaining and brilliant. A vivacious and genial host. Distinguished in appearance, illustrious by repute and debonair right down to his calf shoes. He is aesthetic in his tastes and modest in his elegance. We have all this on the very best authority. He told us so himself.

THEIR BASEMENT WAS A MESS OR D 9

There was a lively bunch of cartoons in our dorm: Nagpal - the 'Mohammed Bin Tughlak' who shuttles between Calcutta and Ahmedabad because his 'shairi' is not accepted anywhere; Pimpo - whose room is as disorderly as his brains and who is next only to Kishore Kumar and Neil Diamond; Anil Sinha - the 'Lucknavi Nawab' who followed the general election more keenly than Jagjivan Ram. The last but not the least on the top floor was Ashim Ghosh, who always believed in 'below the bed' photographs. The first floor had the unique distinction of having two Surds: Parambir - the hefty surd who was way ahead of everyone in the cross country race until he reached Atira gate; and, Moni - the tall and flamboyant surd whose more favorite 'company' is Bharat 'HEAVY' Electricals Ltd. Besides, the floor had Jayant Bhat whose company bugs many but still people go to him: What is his secret of success ?

D 9





He needs no introduction. A person would be blind to miss him in a crowd! Nicknamed "The Bullworker", he took pains to live up to his reputation and lustily bullied his "not-so-well endowed" colleagues. Sports was his forte. Be it cricket, hockey, football or badminton, one could always bank upon him to do his share. Dubbed the Eco-cat, Rajeev ruthlessly scored one A after another in his subject of interest, while doing well in the others. What he will be remembered most for in D9 was his diverse, and brutally apt choice of adjectives to describe any person, incident or circumstance. The IITD engineer turned marketer would certainly find his vocabulary standing him in good stead.



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RAJEEV JYOTI



I switched jobs quite rapidly in the first 8 years of my professional life moving from BHEL to A.F. Ferguson on to Voltas and then further to Alstom in 1985. I worked for 8 years in Alstom and then switched to ABB in 1993. I joined ABB India in July 1993 as Head of their Strategic Planning function and was responsible for identifying growth opportunities. This included leading cross-functional teams for various mergers and acquisitions. We at ABB India formed a 100% subsidiary, Adtranz India, and I moved out of ABB into this new company to set up its green field plant to manufacture Locomotives electricals at Baroda in 1997. In the last 2 years this Company has further evolved by yet another acquisition and today it is called Bombardier Transportation India owned by a Canadian multi-national Bombardier Inc and worldwide no.1 in rail transportation. Presently I am the President & Managing Director of Bombardier Transportation India since January 2000.

In all my above endeavours, my wife Shelly has been extremely supporting and keeping up with my tight work schedules and excessive travels. Professionally, she is herself a Fashion Designer from N.I.F.T. Delhi. Our children Pranav & Priyum 19 & 13 respectively are a good mix of creative art and management fundas (as my wife puts it!). Pranav is pursuing CA along with B.Com degree. Priyum is studying in Class IX and equally an extrovert child. She loves being on stage, be it dramatics, debates or compering.



SUNIL DAYAL



The only agri type in the dorm, Dayal was for a time found more often outside the dorm than in it, meeting his SPA friends. A quiet, unassuming person, Dayal was a consummate bridge player. He was most undecided about whether or not to maintain his beard and in one of his quirks of assertiveness would promptly shave himself clean. A build that would match Jyoti's, Dayal preferred not to advertise that aspect.



bembsp@yahoo.com

I haven't moved from company to company, I have simply gone places within a company, Bharat Earth Movers Limited. I have been the Executive Assistant to the Chief of Marketing, Head office in Bangalore, in charge of their Sales function in the regional office in Mumbai since '81. District Manager in Asansol in '84, the Regional Manager in Ranchi in '92, back to take over as the Dy. General Manager (coordination) in Bangalore '96. In 2000, I again moved out to head the regional office in Bilaspur to look after business in MP and the newly formed Chhattisgarh.

I am married to Vibha, a housewife and we have a son Vaibhav doing his MBA from Pune and a daughter Shalini, who is looking for a career in design and architecture.



MISSING
IN
ACTION

P.K.MATHUR



The kid of the dorm. Mathur has an uncannily rich and clear voice which carried from D9 to the CC on a quiet night when he was excited. Having acquired an amplifier gratis, Mathu kept the dorm entertained with jazz western music from Ceylon and BBC and 'quiet' oriental music from Ahmedabad. An avid newspaper reader, he took childlike pleasure in fining his dorm mates for keeping the newspaper with them during their afternoon nap. He ruthlessly enforced the fine to the chagrin of the defaulters. An easy-go-lucky type, his main occupation was bulling. His voice was testimony of his active participation.



Vishu was more than mere IITM engineer with experience. Half way through his stay here he realized that it requires more than just modesty and intelligence to get popular with the D-14's. Overnight, he changed into a 'mod' spectacled and hard-rock music fan. He showed a keen interest in the academic curriculum of the PGP Is - the presentations, cases etc., (it's better not asked why!) but it's suspected the interest and some purpose behind it. While the others prepared feverishly for the placement season, our good humored hero leisurely prepared to rejoin his employees. Our best of luck!



V.VISHVANATHAN



S.K.JAIN

Chacha Jain was more than a Finance whiz. He was also a Lucknavi Nawab Sahib with Mafia connection who had lost his heart somewhere in the faculty residences. When not managing the financial affairs of the Students Affairs Council or reading up on Erich Fromm, he lived life as only someone who plays bridge "for intellectual satisfaction" (as his summer job resume put it) can live it. With a laugh that spoke of underworld connections, and brain that could manipulate debits and credits with the deft ease of the bottom-line watching corporate tax planner, Chacha will undoubtedly be remembered by the Professors who inspired him to switch from Physics to Finance, but we will remember him for his zest, his unflappable calm and confidence and his irresistible urge to frequent the Ahmedabad night spots-movie theaters and restaurants that is !





PRANESH MISRA



A self-taught ju-jitsu expert, a mild narcissist, a movie-spare turned manager, Pranesh was certainly a person who'd seen the vagaries of life. An inherently likeable person, Misra was at his best in a crowd, when he sang bits and pieces of Tamil songs acquired from his acquaintances. Highly self-possessed, he was a staunch supporter for the cause of the IPR and was at his most serious when lobbying in its favour. He had a good ear for music especially "Dance or Fight the Kung Fu" which he executed admirably supplementing voice with physical action.



pranesh.misra@lintasindia.com

Many were surprised when I joined Lintas with five others on Day 2. Clearly I was not the 'ad type' - could I really survive this mad ad world? Well, PG room sharing with Atul proved a great internship - even better was the shift to a bachelor pad, where Chhota Rags and Batty Sreeni helped brush-up my Tamil and Rasam-making skills!

Within the first two years I was out of Lintas and back again like a ping-pong ball. I rejoined in Calcutta, which was home for the next six years. Calcutta is full of fond memories - our marriage, our first child, our first car and a host of award winning campaigns. I moved to Bombay in '85 as General Manager, Pathfinders - the Marketing Research division of Lintas. Had great fun building an organisation from scratch. Pathfinders was a baby I fondly nurtured until I moved on to advertising as Director Lintas Bombay in '91.

Took a break from advertising to join Mashreq Bank Dubai, as Vice President Marketing in '93. Those were two action-filled years with great learning opportunities. History repeated itself and I found myself back at Lintas again - as International Client Director, Asia Pacific - based in Jakarta. Moved to Lowe Lintas and Partners in Mumbai in '99, where I currently handle the Unilever advertising business in the Asian region.

Mamata has been a great anchor in my life, having decided to be a full time housewife - which is more than a full time job. We have two children, Sohum (14), our son who is in Grade 9 studying at American School Bombay and daughter Ananya (19), is doing her undergraduate in Mathematics and Computer Science at Bryn Mawr College, Philadelphia.



Rajeev, the Stephanian with a serious and intellectual looking face which is dominated by a 'Goatie' is a character not intimately known to many but is quite popular among the student community. He was the Student Coordinator and was widely acknowledged as a "Marketing Brain". He also claimed that Kotler is a distant cousin of his and he cited this as a reason for marketing being in his blood. He took Cheseborough Ponds by storm during the summer job and the company promptly offered him a prestigious job even before the placement season to set right the disaster. A dynamic person and a fast operator, he proved his credentials by sitting on the interview board representing one of the prospective employers to interview his own classmates - a record not likely to be equaled in the near or distant future. All said and done, Rajeev is good company for any sort of intellectual discussion.



rajeevba@umich.edu

RAJEEV BATRA



Academics wasn't the first thing on my mind when I joined Pond's. However, as academic urges became more and more compelling, I found myself earning an MS in Advertising from University of Illinois and secured a PhD at Stanford before going into teaching the same at Columbia University's Business School and then at the Business School at Ann Arbor.

I am still teaching there and live with my wife Priscilla and two boys Neale and Ray.



To say that he was a materials manager from ACC would be doing rank injustice to tall and curly-haired Ajit whose half-shy smile captivated him to all. He excelled in whatever he did: An I school, bridge and volleyball enthusiast, with a taste for Hindi film music that would have done any archive curator proud - and certainly kept his dorm mates humming away. His stabilizing influence on Student affairs as Independent member in the Students Affairs Council is something that only few know about; many more know about his appetite for the pleasures of life - including his pipe gummed together with glue and good luck



AjitLele@hinodaynet.com

AJIT LELE



Nature's call, in the most unconventional sense of the term, saw me joining Purolator, in a small picturesque village in Himachal Pradesh, where I handled materials, sales and finally their operations from Delhi.

Then I joined Rapicut Carbides (Ankleshwar, Gujarat) and later shifted to Pune with DGP Hinoday (I) Ltd., handling Soft Ferrites, Hard Ferrites and SGI Automotive castings. Currently I am their Director Operations, for the latter two.

I had to give up my hobby – teaching MBA students in Pune – for the sake of my wife **Surekha**, daughter **Rama** and son **Gautam**..



Besides the ultra rich baritone voice which is a necessary prerequisite, Django had all the traits that any manager would be proud to possess. Stern, firm and unbending, he had a great sense of humour. A discerning onlooker would once in a while see Dijango soften up. A wonderful conversationalist, he took it upon himself as a moral obligation to chat with the PGP Is. His strikingly practical advice was always a source of help to his juniors. He held various portfolios in the last year ranging from "Newspaper Boss" to Secretary, Milk Club. Overburdened (?), he relieved himself of the latter responsibility in favour of Vishu, Tally-ho, there DJango, and best of luck.



VINOD DUA



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I began my professional journey with MICRO COMP, a sister concern of HCL, as Asst. Reg. Manager, then Asst. Product Manager. I moved up the corporate ladder from Area Manager, Gujarat for DCM Data Products, through the USHA Group and the United Group before starting my own venture, Mahanandi Computer Systems, whence I became business partners with SIEMENS Ltd, NEC, Japan and STRABUS Software, Hyderabad.

My wife **Vikky** is the director of my company and we have two daughters, **Sheena** and **Vidhi**.



The simpleton of the dorm, Sharmaji took extreme pleasure in social service. Be it the collection of case material or the listing down of interview dates, one could always bank upon him for help. A compulsively dedicated person, Sharmaji took time off from his studies only to play football where he was the goalie of the institute. He insisted that nothing was up on the matrimonial scene although he made a couple of nocturnal dashes during the term and returned with 'tell-tale' signs.



V.K.SHARMA



Virendrakumarsharma@rediffmail.com



Warm, bubbling Rajaram was one more example of how age can be cheated. With 5 years work experience and his first grey hair behind him, he came, class-participated and conquered. This Daddy of the floor was also the dorm combination Captain, top academic performer a good tennis and bridge player and a very, very hi-enthu man for anything from bottle-swigging to hours of glorious bulling. And yet he was perhaps the most conscientious and sincere of us all, as the Professors who knew him will testify. Ah, but this is the mature personality that comes with age, as Raja would have told you



S.RAJARAM



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After passing out of the Institute, joined Clarostat India Ltd., Mumbai - a company engaged in export of electronic components as Planning Manager and along with classmate Laxmi Bhandari. Left in '78 November and joined as Project Manager at Erhardt + Leimer India Ltd. (a company engaged in the business of Industrial Controls and Automation). After 6 months training in Germany set up the Indian manufacturing subsidiary. After the company went into production, running the company successfully as its Chief Executive. Currently designated as Senior Vice President. As CEO of the company I was instrumental in getting ISO9001 certification and implementation of SAP-R3 system. I am a member of the Corporate Advisory Board of Erhardt+Leimer GmbH and a Director on the board of Eltromat India Ltd.

I am also a member of the Executive committee of the Ahmedabad Management Association since many years and Vice President and Governing Council member of the Indian Printing, Packaging and Allied Machinery Manufacturers' Association.

Married Hemalatha in '79 and we have two sons Navin(21) and Varun(14). Hemalatha is self-employed conducting private tuition classes for school children in the neighborhood. Navin after completing his B Tech in Electronics and Communication from Regional Engineering College, Warangal is currently pursuing his M.S in Electrical Engineering at Clemson University, South Carolina, USA. Varun is in 10th Standard and wants to pursue studies in Computer Engineering. Both kids are interested in Heavy Metal.



NAVIN KAPOOR

A typical IITian who liked Usha Iyer and did not care if his neighbor didn't - so he played Jumbalaya, later Kung Fu fighting, still later Dalial Lavi 'n' times on the much battered cassette player. His achievements in Goa are plenty.....when we saw that his bedside reading was advanced calculus, we nodded sadly - till Navin scaled bureaucratic heights and struck the IAS with papers in esoterica like Advanced Mechanics. His Frenchie was more dignified than Batra's and was a curvefitting mathematicians delight so what else can we tell this perennially sleepy engineer from IIT - KGP, except the best OR luck?!



kapoornavin@hotmail.com



I left Metal Box my first job as Commercial Manager (West) and moved to Jumbo for 13 years. Presently I am settled with my wife **Jyothi** and daughters **Rachita** and **Trisha** in Dubai as GM Sales and Marketing for Apollo – distributors for KONICA and Panasonic photo products, in Dubai. I became Chartered Marketer from CIM London in '99 and a fellow of CIM, the same year.

Currently I am the Governor of Indian Business Council in Dubai and a member of Overseas Indian Forum and Business & Profession Club.



Everything about Ramesh was larger than life, and we are not talking here of his bulk. His leery grin, his hearty laugh, his volatile temperament and his singing, which no one at IIMA will ever forget, nor the thousands who have heard this in his professional stage career - all point to how much more was the loss of the silver screen to management's gain? While the class of '77 will remember him more for his early - to - wake fetish, which ensured your being woken up for the sleep robbing 8.30 class, D-9 can also take the credit for having introduced this traditional South Indian Thiru to some of the minor pleasures of life. We're sure Ramesh would not agree: he'd rather write project reports that look like works of art and read like literary masterpieces.



K.S.RAMESH



In '77, straight out of IIMA, I joined Berger Paints at Calcutta in Sales and Marketing where I spent 3 years. Moved to TTK & Company at Bangalore in '80 for a stint in Brand Management. In '83 I joined Procter & Gamble and spent 13 years with the company in various positions in India and Philippines. Rose to the position of Vice President and Category Director for P&G's key category of Laundry and Cleaning Products. Joined Dupont India Limited as Director(Nylon) in '96 and in '99 moved to Delhi to Reckitt Benkiser, the household goods company as Executive Director on the Board and Regional Marketing Director for South Asia.

My wife **Uma** holds a Ph.D in Education and Human Development. She currently works as Training Manager in Schoolnet India Limited, Chennai. Our son **Nikhil** is currently in the second year of college with Madras University doing his BE in Electronics & Communication Engineering. Music continues to be my main passion while my dream continues to be to get into teaching and academics one day.

A Well Conceived Unit or D-10

The Family is not dead; it is alive and kicking behind the impregnable walls of Dorm 10. We have a Papa, a Big Kid, a Baby and a host of vague cousins indulging in the most nefarious activities. In fact, D 10 has a finger in every IIM pie: cultural events, sports, DJ nights, debates, dramatics, Indinman you name it, we're in it. And it's all because of our well-rounded personalities (especially Mitsy, Anand and Ravi)





MISSING
IN
ACTION



The palmistry expert from Jabalpur, Dubey usually had to be woken up every morning lest he miss his breakfast. A non-IPR-ite, his interest in IPR with people was remarkable. The only SPA in the dorm he was labelled "Administrator in absentia" for his keen interest in IAS etc., and his mysterious disappearances from the dorm at all odd hours of the day/night.



PRADEEP DUBEY



One of the 'arty' types, Dabas' handiwork can be found anywhere on the campus. Equally well known is the Dabas Smile, forever surprising you from being the shrubbery on his upper lip. A quiz-whiz who could give you three different names for a llama, Dabas also ran a BIS (Birthday Information Service) which was used to extract many ice-creams. The PR man of the dorm and an indefatigable organizer, he was the Man-on-the Spot to help you out of any wrangle. Creativity was his watch-word and his hand drawn resumes were the talk of the campus for quite sometime during Placement. Dabas, also known as Calli (short for Calligrapher), is an extremely loveable guy..

VIJAY DEV DABAS



Ramanujam was an authority on all matters Legal, Corporate - and what have you, and could leave you gasping by quoting whole sections of the Companies Act ("Act 1 of 1956 as amended by"), the IT Act..... the list could go on and on. He was every-ready to give you his views on anything and everything and his willingness to do so was aptly captured by the saying on his door: "When you want me, just whistle!" A man with "focus" and perspective", who believed that engineers lack any focus, Ramanujam was an astrologer in his own right. He was the uncrowned Finance King.



P.B.RAMANUJAM

Carroms and Music or D 11

Listen to the words I say. Pay heed, gentle reader, and I will expound the riddle of things that I have heard and known. Of the praises of D-11 and the wonderful acts that were performed there. By PGP IIs and PGP Is alike. And there was fun and laughter as the sounds of carrom shots filled the air till the early hours of the morn. So, read on; about as varied a bunch of guys as ever joined a leading management institute in western India. That it might be repeated and thus known to future generations, to children yet unborn. And sharing in the fun and laughter and merry makings were six PGP Is. Chaudhari who was the prize asset of the dorm: Lakra who was the official bouncer and protector of D-11 and Pethia a.k.a. Karunaanidhi. And Rajasekar with his mellifluous voice, Choki with his moustache of almost tropical abundance and Srinivasa with his stocks of fags and snacks, who did much to help us keep body and soul together and now the PGP IIs.





He loves footer and cricket equally. And not being one to discriminate he appeals for an offside infringement when he traps a batsman LBW. He emerged periodically in sartorial elegance to attend. Talat Mehmood Nites. Let us take this opportunity to thank him for all the fun he gave us.



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G.S.N.RAO



After passing out of the institute I had taken up a job with UPTRON. The most dynamic company, then in the field of electronics in India. I had worked on quite a few interesting assignments in the field of entertainment electronics, computers and communications. I worked for Uptron till December '85 before quitting them as Regional Manager (Western Region) based in Bombay. My next job was with Kalyani Sharp India Ltd. (a joint venture with Sharp Corporation Japan). I joined them as Marketing Manager and worked there for 4 years. My responsibility was to set the all India marketing network for Sharp / Optonica brand of televisions and VCR's. I left them as Vice President, Marketing. Thereafter, I have been on my own engaged in trading of electronic products, marketing consultancy, a bit of teaching (marketing), training etc... In '97, I relocated myself to Hyderabad. Currently I am an exclusive channel partner for a few Sharp products such as notebook computers, digital copiers, LCD monitors. I also work for Pittney Bowes production mailing systems. Mine is a small activity where about 6-7 people work for me and we do about Rs. 12 million worth of business per annum, all in Hyderabad.

My other activities are teaching (Strategic Management and Services Marketing as visiting faculty, at Siva Sivani Institute of Management, Institute for Public Enterprises, Hyderabad).

My wife, **Jaya**, is a full time home maker with interesting music and gardening. My son, **Rohan**, is preparing for his admission into the IIT's and the likes. My daughter, **Deepti** has enrolled herself in junior college for the Biology/Physics/Chemistry stream.



What can you say about a twenty-one year old guy who writes poetry ? That he got his pick of the premium jobs ? That he has the most fantastic luck with horses ? That he loves everybody ? Well, you can say anything you like. All we can say is, "We're sorry."



anand_halve@lycos.com



ANAND HALVE



I have worked in several advertising agencies: Lintas, Rediffusion, Clarion and Enterprise before becoming a founder member of Chlorophyll, a unique consultancy started in Mumbai '99.

I have served on the Managing Committees of the Advertising Club, Bombay, the Advertising Agencies Association of India and the Consumer Complaints Council of the Advertising Standards Council of India.

Apart from these I am a visiting faculty at MICA and love dabbling in Hindi copy writing. My other achievements apart from wife **Jyotsna** and son **Akshay**, include the memorable Ad Copy "Sunday ho ya Monday, roz khao Anday."



P.V.DEWAL

Once there was this blue eyed boy who was quiet. And shy. And then he took IPR. And he became talkative. And outgoing. And invented the "Classical Touch" approach to making friends and influencing people. And wore green safari suits. And things were moving in perfect harmony. And then the sitar string broke.

MISSING
IN
ACTION



S.M.KAVATHE

In an age when the con game is a dying art, Kavathe is a confidence man without parallel. Credited with the origin of the phrase "Confidence, thy name is Kavathe, he once shattered an electronics engineer by asking him whether he had seen a galvanometer. A bit of an electronics man himself, his mini-DJ helped to maintain D-11's decibel level.



ANIL AGRAWAL

The doyen of Hindi Dramatics at IIMA, he was a familiar figure at Gujarat University as he scouted for heroines for his plays. He always has an air of cheerful irreverence and was a great favorite at bull sessions for his repertoire of stag jokes. In short, like Mohanty, he's a nice guy - but you wouldn't introduce him to your wife.



P.G. KEWALRAMANI



He used to be a quiet guy till he hit II year. Then he discovered a flamboyant wardrobe and interesting people (though not in that order). In spite of these outdoor activities, he kept up with his studies. Ended up impressing Prof. Prahlad so much that he (Prof. Prahlad) distributed his (Kewal's) B.P. II term paper to the entire class.

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I am settled in Mumbai with my wife **Madhu** and daughters **Mahak** and **Bhavna**. On the professional front, I have promoted Impact Management and Personnel Services, an executive search firm focused at senior and middle management levels across industries, functioning in India and abroad. I have also promoted www.successfulmanagers.com, a knowledge portal aimed at Management Development and Career Planning.

My wife Madhu is busy bringing up the children. My daughter Bhavna is currently studying in 2nd year of BMS from HR college, Mumbai. Mahak is studying in the 12th standard (science) at Jai Hind College.



R.S. RAGHAVAN



The Good Samaritan of the dorm. He quietly went about his mission of mercy. Here waking up people for class. There collecting case material. He's also a tremendous guy to have in your project group. He churns out 30 pages before he asks you what's the topic of the assignment. Mr. Raghavan, May your tribe increase.



My life has been as steady as a rock with no movement in terms of job switches in the last 24 years, all of which I have spent with The Union Bank of India. Now I am the Senior Manager at UBI, Trichy, and have wife, **Vidhya** and daughters **Mekhala** and **Madhura** to live with.



MISSING
IN
ACTION



He is a nice guy. God fearing, virtuous, conscientious, loyal and pure. He's also trustworthy, reputable, honorable and noble. He doesn't smoke. He doesn't drink. He doesn't gamble. He doesn't talk about girls. Simply put, he's the sort of guy you wouldn't mind introducing your wife to.

S.S.MOHANTY



Known earlier for his interest in Osibisa and belly dancing, he gained fame by becoming the first man on campus to reach double figures in short lists. We still haven't figured out how he did it, but Bhatta claims its Warli's charm as he gently sways to the sounds of Warli's flute.



N.B.WARLIKAR



The studious exception who proves the rule of sparing in D-11. Though he still found time for heavy interaction with the faculty and students, he insisted on combining pleasure with business. He would calculate the sales tax on his slide rule right at the restaurant table to keep in practice.



MUKUND.V.MATE



Mukund_mate@yahoo.com

A sketch of my journey includes BEML, Kolar, my first assignment, Bajaj Auto Ltd., Bahevon Engineering Company, Muscat and Associated Capsules (IA). Since 2000, I have been extensively providing consultancy and development work on a freelance basis.

My family is my wife **Madhuri** and sons **Anirudh** and **Sayash**



A.K.BHATTACHARYA

As glib as they come, he convinced his summer employers that he needed Rs.160 per day to survive. But he's not entirely materialistic. Loud shirts and a vast collection of pin-ups are his claim to aesthetic taste. He carries a prosperous midriff as proof of his motto to "Eat and be merry today, for tomorrow you may diet".



ashokb@info.com.ph



Currently in Philippines running the Wockhardt group's startup operation since '92, I started off with Sandoz India, working in various capacities of Sales, Branch Operations and Product Management. My first stint with Wockhardt ('88-'89) managing their Bio Agro Division and my current one was punctuated with a short stint in handling business development activities for Godrej Soaps.

My wife **Rita**, who teaches Indian dance, son **Arijit** and daughter **Arpita** stay with me.



MISSING
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ACTION



He's a quiet chap ... about as a quiet as dynamite exploding. A tremendous spare, he grabbed at any excuse to bull, But he has his serious moments and once prepared two whole exhibits for a group assignment. And so he goes through life believing that work is the last resort of those who know not how to spare.



G.B.SONGAONKAR



We found that the reason he sees so many movies is because he gets an income tax deduction for entertainment expenses. He always evaluates his ROI well, and rumor has it, that after he visited 'Purohit's', they stopped serving unlimited "Dahi Wadas". But he's really shy in many ways. We wouldn't want to say he's a prude - but he closes the door when he's changing his mind.



R.B.GARGEIYA



He believes he has three duties in life. First, to undertake as much Community Development as possible. Second, to maintain a healthy set of teeth - at least that's his excuse for his frequent visits to the Dental Hospital. And third - hard work. He goes periodically to his CIS guide and discusses the weather.

K.G.ANAND



Noisy Revellers Stay Away ! or D 12

June '76 - PGP Two arrive on the campus. A privileged few have exercised their right to stay in Dorm Twelve (one of the oldest dorms) and they rush to the dorm - up the dungeon-like staircase, dodging the lizards and the bats and the black cat, only to come face-to-face with a new species called PGP ones. And on the spot, vows were taken, never to part, until convocation at least! They say that in Dee Twelve, they do it well. Five PGP twos and fourteen PGP ones are forever eager to keep up the prestige of their dorm, so they say. With the first-yearites outnumbering their seniors, it would seem sine qua non to write more about them than about the PGP twos. But, the more the writeup man writes about this species, the greater are the chances that he will be bashed up, and hence the smaller coverage for the majority segment.

D 12





ULHAS JOSHI

He was the guy who rose early in the morning and was therefore requested by the others to wake them up. Since nobody responded to his knocks, he resorted to singing "Mere Naina Sawan Bhadon" at the top of his voice, after which not only did the people in his dorm get up but also Papa Pal in the next dorm who mechanically wished him good morning. Ulhas loved to go for walks and if you had to give him a treat, he always recommended Pani Puri. (By the way, most of the Dee twelve people make frequent visits to Law Gardens or Sachivalaya where Pani Puri is available). He was always ready to help you if he could - but then you must find him first: either in his room the library or the Louis Kahn Plaza. Ulhas had picked up many languages and intended learning many more.



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My career has been primarily in the field of consumer marketing at MNCs and Indian companies, viz. Richardson Hindustan – now P&G, Colgate Palmolive, CPC – now International Bestfoods, Nicholas Piramal, Morarjee Mills and Gujarat Glass.

At Gujarat Glass, my current assignment, as President (Marketing & OD), is in industrial marketing – in the field of packaging. Our efforts at customer orientation has resulted in the company being conferred the OPPI Best Vendor Award in the field of packaging material for four years now.

Aruna and I married in December '87. Before marriage, Aruna was working at Sharp & Tannan (auditors). Later, she concentrated on her field of interest – art and crafts for children and housewives. She represents Camlin as a free-lance Art Teacher and has earlier coordinated children's promotion activities for Nestle, Pidilite and Kardi Tales Cassettes. Our daughter, **Anusha** is twelve years old, and is studying in the eighth standard at Sacred Heart High School, New Mumbai. Besides doing well academically, she has also focused on badminton, roller-skating and western dancing. (She is a student at Shiamak Davar's Institute of Performing Arts, Mumbai). She is a keen Internet-enthusiast as well.



RAKESH GUPTA

He had the rare privilege of always being the last to finish the exams among the PGP twos. He would stand for hours together before the mirror, trying to set his hair. He suffered from lizardophobia and would lock the room and run to the retreat the moment he saw a lizard peep at him through some corner of his room. His favorite pastime was bullying and studying the next day's case material. He liked to write twelve page reports for double-credit courses and volumes for a five percent assignment.



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Currently the Managing Director of Kadimi International Pvt Ltd., one my most challenging tasks has been to start a business from scratch and to make it a successful enterprise which could establish supremacy in its niche market.

I am married to **Vaneeta**, who is a housewife and spends most of her time looking after the house and planning our next holiday! My younger son **Ishaan** is studying in the tenth standard at Modern School, New Delhi. My elder son, **Sahil**, is studying Economics at the University of California, Los Angeles.



MISSING
IN
ACTION



From "Rakesh Boss" to "Rocky Bete", from sound sleep to sleepless 'mugga' nights, this was the change in Rajiv when he came over to the second year. Not a day passed without his having talked about grades (either his or others). He was quite studious. He said he had the distinction of having been to every place on the campus! He did a lot of weight-lifting and when he found that his muscles did not show as prominently, he started just talking a lot about it. He loved to call Vivek and Rakesh for (what they called) a group bath and if they refused, Rajiv did not proceed further.

RAJIV SOBTI



His name translated into English reads Electricity Board. A B.Com, from Calcutta he thought he would be the youngest chap at IIMA, but found that he wasn't. He used his accounting fundas even for mundane matters like tallying newspaper bills. Silent, most of the time, he had a wonderful MIS about what is happening where and to whom. You just had to ask him. In the Dorm Cricket (ref: Complan tin) he claimed to have been playing extremely well. I later found that he really did play well. And in group assignments, he worked quite hard, smoking away to glory, at the same time.



B.K.MANDAL



True to my name, I have been working all through in the power sector. Joined BHEL for five years and then NTPC. At present I am in their corporate office as Additional General Manager (Finance), looking after International Finance and Corporate Budget. My wife, **Pamira** a home maker, bore my twin sons **Abhishek** and **Abhimanyu** who are currently pursuing Hotel Management and B.Tech in Computer Science and Engineering respectively.



This bright-eyed chappie is the only guy on the campus, he said, who will become the Managing Director of a Company immediately after the MBA. Well, to make matters clear, he has joined his own company. He made frequent trips to Delhi and the Professors traveling by the same flights would wonder whether Vivek was where he should really have been. He was too lazy to accompany Rakesh on a run through Atira and so he would continue jogging in the dorm itself until Rakesh returned.



VIVEK JAIN

gfl_vkj@yahoo.com



I am currently the Director of various companies in the NOX Group and Managing Director of Gujarat Fluorochemicals Ltd. My most recent efforts have been channelised towards organising our group's foray into two new fields - Entertainment and IT enabled services.

My wife **Nandita** manages the home front very effectively. My writ doesn't run there. My son **Devansh** and daughter **Devika** are both currently studying.



The Eleven O'Clock Curfew or D 14

Dee 14 was a special dorm - the only one of its kind on campus. And we loved every moment of living in it - the bull sessions after 2 AM on anything from women's lib and placement to mess grub and ear rings: the fellow feeling fostered by borrowed saris and swiped case material; the thrões of Man Acc in 1st term and IPR later on : the mass infatuations with Seshan, Prahlad and Subroto Sen Gupta; the raptures we went into over Bhatta: the thrills of getting placed in quick succession soon after placement began and the subsequent Clarions - HTA - Lintas rivalry (6 out of 10 of us hit the ad scene); the excitement of a 4 figure salary Then there were our PGPs whom we tried to indoctrinate and make wise about the ways of IIM - Subhra and Priti on the top floor with their endless bulls, arguments and laughter - Beenu exuding serene beauty - the efficient Smita and her sitar.... Sweet and mild Rohini who patented the song "Shaam Dhale" on campus..... Deepika the fiery one soft spoken Seetha and Quiet Lakshmi outwardly so sedate but with mischief in their eyes..... Plaroja with her innocent looks and categorical statements spearheading the "I hate aviyal" campaign ... Uma and Jayanti the FPMs living it up in solitude on the mezzanine floor.

D 14





The baby of our dorm, Rama hit the D14 scene with a bang. Nobody felt quite the same again. A vivacious talker, she could keep up a conversation for hours on and oblivious of the other person's attempts to get in a word. Her ready wit and power of repartee was felt in most campus bulls and in the pages of 'Indinman' of which she was an editor. Our local expert on cross word puzzles, the number she solved was directly proportional to the number of classes attended. Her passion for letter writing and her enviable steady stream of mail (male) amply reflected her tremendous popularity in and out of campus. Rama's concept of heaven was having pav-bhaji for breakfast, lunch and dinner. Business forecast for Law Gardens - a gloomy period, down turn in business after March 77. Rama's Maxim "an apple a day keeps the Doctor away" eventually let her down. She is engaged to Ashoke Bijapurkar an FPM. We wish her every happiness.

rama@bijapurkar.com

RAMA



I am an independent consultant working in the area of marketing strategy, a Director on the board of Infosys Technologies, Titan Industries, Godrej Consumer Products, and CRISIL, and a visiting professor at IIMA, teaching a PGP2 course.

But what I really excel at is at being the harassed, ever screaming working mother of 16 year old daughter, **Aparna**, and the trying-very-hard-to-be-organised housewife, who knows now that JIT is not the best way to manage home inventory.

Age has not mellowed me nor custom staled my infinite capacity for political incorrectness. And that despite 20 years as an inhabitant of the corporate world (Lintas, MODE Research, MARG, McKinsey), before going it on my own!

One year away from a silver wedding anniversary, and spouse **Ashoke Bijapurkar** (FPM, IIMA, '72-'76) definitely deserves a long suffering service medal.



Vini was most often found serenading herself in front of the mirror with an apologetic comment for all passers-by "Do you think it is disgusting the way I love myself?" She patented the concept of communication through eyes only, much to the discomfiture of Professors and class mates not to mention Lala, the electricians, bearers etc. A firm advocate of Ye Olde English, Vini never used words of less than ten syllables. She had a knack of joining groups that met 15 times for a 2.5 percent assignment: most of her case analysis was done in her sleep when she articulated startling discoveries like "the sales are falling down". The match maker. Tamil teacher and retail outlet of our dorm, Vini was a talented Bharat Natyam dancer and a favourite of D14.



VINITHA



vinita@vwm.com



I went to work for Clarion Advertising Services (Calcutta/Madras) as Media Planner from '77-'79 after IIMA. I married **Dr. Mani Subramanian** in '79 and moved to Morgantown, W.Va. U.S.A. I finished my MBA at W.V.U. in one year and moved to Temple, TX in '81. After several stints in teaching at various local colleges and universities, I started Computer Solutions, a computer hardware and software outlet in '83. Computer Solutions became Valcom Computer centers in 2 locations and 2 million in sales. With the changes taking place in PC industry, Valcom has metamorphosed into Valcommunications, a medical billing consulting company. I keep busy with 2 children **Eashwer** (18) and **Meena** (12). Since '81 I have been Director of Natyalaya School of Dance, teaching Indian classical dancing in Austin and Temple.



MISSING
IN
ACTION



MAMTA

The mathematician from Gujarat University, Mamta's presence as a PGP 1 resident of D14 was felt as much as her absence from the dorm in the second year. She provided a home for us on campus by living on the brighter side of the fence - the faculty residences. In fact it was a boon for her ever hungry batch mates to have her house as the venue for group assignments, class preparation etc., The finance girl of our batch, Mamta laid her own terms and conditions to the employers visiting the campus. She must have a finance job, in Ahmedabad, within a 5 km, radius from the Institute, this side of the Sabarmati, and on the bus route of 43, 48, or 53. Quiet, yet assertive she is sure to leave her mark on every cash life and other cycle she touches.



Rajni had a lot of interesting aliases. Nimbupani was one. And people never grew tired of declaring that Nimbupani was sweet and sour and available only on Sundays. She was eloquent on any subject under the sun and her bursts of rhetoric often left the listeners stunned (Her latest victim : the Placement (Chairman). A compulsive CP maker, she felt it was her duty to inform the Professor of what fellow CP makers were saying and tell the class what the Professor was trying to say. Absolutely uninhibited and completely irrepressible, Rajni brought a lot of life to D14 especially with Freda. They claimed it was a love-hate relationship but the rest of us never figured out who loved and who hated whom and when.



RAJNI

rajnisudensarin@rediffmail.com



Once upon a time, a Tamil Nadu State Cricketer, Paddu's brief sojourn into IIM cricketing caused a lot of trouble to the other team - they could never decide whether or not it was proper to bowl a maiden over.

When she was not preoccupied with Linear Programming she was devising ways and means to tackle weighty issues (She was dieting the whole of first year and fattening up the whole of the second). Paddu entered IIM - a meek and mild good little Southy girl from Madras; and left as a hot shot opinionated lady executive from a leading management institute in Western India. She was a good singer and a firm believer in "Late to bed and early to rise". Let us hope it keeps her healthy, wealthy and wise.



PADMALATHA



After graduating from the Institute in '77, I joined Indian Overseas Bank at Chennai as Specialist Officer. After serving the Bank for 22 long years in various places and in various capacities, I resigned from the Bank in '99. I have since then worked with Mangalirth Estate Ltd (promoters of Spencer Plaza at Chennai) heading Corporate Strategy, New Business and HR; Polaris Ltd as Head-Consulting, and Cyberglobe India Ltd. as Head, Consulting.

For the last three months, I have been a visiting faculty at the Indian Institute of Management-Kozhikode, run coaching classes for CAT, GRE and GMAT and have set up independent management consultancy. I am also actively involved in the activities of the Trust.

Married Suresh. We have two children - **Anagha** and **Abhinav**. Anagha is a second year student of Electronics and Communication Engineering while Abhinav is in the final year of school.



MISSING
IN
ACTION



AUDREY

Another one who ought to have been in D16, Audrey was the other FPM of our batch. A social worker from Nirmala Niketan, Bombay, She provided effective competition to Freda's consultancy for the lonely and lovelorn. Her rather heterogenous range of friends and well wishers (from the cook to Professor Bhattacharyya) kept her dorm mates ever curious of her constant stream of visitors. Very fastidious, Audrey reacted equally to wet feet on her bed as to lizards (the only threat to her equanimity) entering her room. 'Glider' as she was popularly called (on account of her characteristic walk) will for sure sail through life with the same smoothness and effectiveness that characterizes every action of hers.



An off campus resident. Vathsala was the "one that got away" - from D 14. In the beginning of 1st year, her past work experience as a WAC reader made most of us keep a safe distance from her. However, Man Acc cases. MSM problems (and WAC assignments) soon made her one of us. An FPM student in BP, her even greater qualification was the sumptuous dishes she could cook. The "hen parties" (as they were known on campus) at her house really cheered us up and will always be remembered. Our one regret is that we wish Vathsala had participated more in our D14 deeds and mis(s) deeds.

S.VATHSALA

NEERJA



Neerja had a lot of firsts to her credit. She was the first girl in IIM with a home science background. Another first- she was the first one of us to drop out of circulation on the 1st day of the 1st term of the '1st year. Better known as Micky, she was everything a confirmed spare could be. When she was not playing baddy, tennis or table tennis, she was playing 'pithoo' or bulling in D-17. Cheerful, chirpy, and very bright, she faithfully got eight hours of sleep every day come hail, storm, assignment or exams. She broke this rule once (before the HTA interviews) and walked into that job.

Her favourite conversational gambit: "Hai, main kya karoon ?"



1977 was the year of Advertising at IIMA considering that no less than 12 graduates joined Advertising Agencies. I took up my assignment at HTA, Calcutta in Client Servicing. While it was fun, and the tea and cakes at Virginia House (ITC) an added perk, chasing layouts in the studio and finding creative directors at the Olympia Bar was something I did not relish beyond the first six months. So I moved to Account Planning, and when Arvind and I got married in July '79 I decided to move to market research. So I joined Core (the market research subsidiary of Clarion) in Mumbai and then moved to IMRB a few months later to help set up their qualitative research unit PQR. With the arrival of our first born Anirudh in '81, I quit the 9 to 5 schedule and started my own consultancy. In '83 we moved to Delhi and later that year Akhil, the younger one, was born. The next four years were spent bringing up the boys and working on assignments with UNICEF, IMRB, and a host of other clients. In '87 I went back to IMRB full-time and took over the Delhi Office in '91. Currently I am Senior Vice President & Executive Director, IMRB Delhi, the largest market research agency in the city. I am also the Regional Co-ordinator for Millward Brown for the sub continent and a key resource on Global accounts in the region. I have also published and presented numerous professional papers at national and international seminars and been awarded for a few of them.

We live in Delhi. The boys have grown up... Anirudh is in his Junior year at Michigan Ann Arbor (Electrical Engineering) and Akhil has joined Carnegie Mellon as a freshman this fall (Computer Science). I spend my time worrying about the boys (all three...Arvind calls them her 'three aces'), growing flowers in winter, reading anything and everything, and doing 10 km walks 5 days a week to make up for the eating binges in between. My next milestone is the Golf Course.



D14 proudly presents their FPM and psychologist, the one and only Miss Cas. Despite having assignments and presentations as her daily bread. Cas managed to keep up and effectively contribute to the heavy bull sessions of D-14. Her aversion to mess grub and her total reliance on sick grub forced us to push Complan a common bone of contention down her throat every night, while she was burning the FPM midnight oil. A combination of serenity and fieriness, her shooting straight from the shoulder often resulted in her dorm mates either using that very shoulder to cry on, or threatening to send her to her rightful place: D16 - the FPM dorm. Leaving Meenakshi behind as our link with D14 makes us feel both sad and proud. We wish her all the very best.



MEENAKSHI

Nayar_meenakshi@hotmail.com



After more than two decades of three shift work, managing home, family and career, I have recently added on a fourth and fifth shift, for having fun and doing some pro-bono work with school children. Having started my career in Training and Consulting, I moved to the Corporate Sector in HRD ending up as Executive Vice President, DCM Ltd. Along the way, I was also Director-in-charge of DCM Housing Finance. In February 2001, I decided to quit full time work and I am currently Advisor with DCM and on the Board of Governors of Shri Ram Center for Industrial Relations, and of Shri Ram Center for Performing Arts. Anil and me have a 20 year old daughter Aditi, who is currently in Junior year at Indiana University, Bloomington, USA. She plans to do a double major in Psychology and Economics.





KAMINI

Kamini was a physicist. After M.Sc., a year of research and a short spell at BARC, she came to IIM. An old professor of hers is reputed to have mopped his brow and said 'Physics' gain is management's loss". Mama Gupta (KGB to most) had her proteges sprinkled all over the dorm. She dieted with a zeal that would put any conscientious person to shame. She abstained from ice cream in the mess only to charge to Lala's for eclairs. The doyen of English dramatics on campus, she directed a lot of plays and acted in some too. But as for her singing (which echoed through the bathrooms of D14) the less said the better. A legend has it that when she sang "Please release me", the rest of the dorm trooped out saying "Let us go". Here's wishing her all the best in every field.



Bangak2001@yahoo.com



Twenty five years, ten homes, two Continents and several cities later.....it seems like yesterday but for the two hunks, **Tavraj** 18 years old (going on 21), **Udaibir**, all of 13 who thinks his mother is a cool dude because she loves her MP3 player.



Vindi and I stayed with the companies we started with. An odd couple! But just to prove the law of average is right, I left IMRB in '96 and set up on my own. Over the years, some of the things we have enjoyed most are travelling, driving for miles in search of a good restaurant - you know my food craving - and sampling wine.

Vindi's passion are the boys, his work and golf, in that order. I hate to admit it but I figure there somewhere as well. I continue to reinvent myself while I look after the three men in my life.



PREDA

Very popular in and out of D-14, Sarge's main hang up in life was that her nose was "so darn red". A very efficient DJ Sec., she informed people through posters on trees of the dire consequences of stealing records. She loved music and old men which probably explained her fascination for PEM, Ad Man and Gran'pa. Gifted with a sense of humour and a total lack of inhibition, Freda specialized in saying things that shocked Vini for hours afterwards.

Side activities : A counseling service for the lonely and lovelorn: contributing to the cacophony of D3



Fredasw@yahoo.com

I have been in the area of Advertising and Marketing. After the Institute and a short stint in Lintas, I did an MS in Communications from the USA and then returned to India to spend many enjoyable years with ad agencies including Lintas, HTA and ASP. I was heading Marketing Communications at Goodyear, currently a Senior General Manager (Marketing) with DSS Mobile Communications. I also teach Advertising at some Business Schools in Delhi.



Ravi & me have 2 children. **Nikhil** (15 years), and **Mallika** (13 years). Both Nikhil & Mallika play tennis, participate in debates / elocution, quizzes and enjoy music. The family loves travelling, theater, reading, movies and of course TV.

The Parallel DJ or D 15

35 watts of stereo power distributed among five rooms (not to mention the ever singing transi of Singha), Rock N Roll, Pop, Latin, Jazz, Western Classical, Sitar and Tagore and what have you a noisy mixy, a noisier bugle, unwashed coffee cups and scattered cigarette butts, the theta score sheet, Papa's opinion poll on "Does the Music disturb you", crazy posters in every room and of course, the famous hospitable pantry "Grobopuka" (name coined by Sukhi-each letter standing for a person on the floor) and last but not the least, its blessed inmates - and there you have D15 top floor. It was a happy crazy mixture, of young and old, Bongs and Surds, Goltis and Southies, married, about to be married (Bugs?) and never to be married (lucky someone), of the boisterous and the serious. It is the common place and inconsequential incidents that lend beauty to life and so it was with D15.

D 15





Known as "Lu" and congregated as Loose, Lewd and Loon. A prolific carrom player, his repressed libido (ref: Freud) found expression in smearing powder on the carrom board. Ostensibly, he wanted to take refuge in FPM to ward off his would be in-laws for a few years more. The walls of his room bore ample testimony to the floor her cat's affinity for the "feline" regiment of the human species. His over coordinated eyes prevented him from developing a one-eyed wink helped him gain valuable "insights" in his market survey for saris. Hindi is richer by his "expressive" contributions to it as a result of his dorm-mates' attempts to educate him in "finer" aspects of the language. A chemical engineer from REC, Warangal, he would be going to (not FPM)



c.venkat@ap.dragoco.com



The smiling 'Buddha' of the floor, well-versed in commercial and social cost-benefit analysis, he invented the PCBA (Personal Cost Benefit Analysis). He took the time value of the opportunity loss of wearing shoes in deciding when to buy a pair. He ran in a triangular contest between the library, his work table and Balu's room. He was an effective change agent on the floor and could produce coins of any denomination from his box at a short notice. The extensive research which he conducted on the calculator industry before buying his calculator was the major basis for many a project report in IMP. He has had very reasonable job objectives: 1) To join a prospering forward looking company and 2) To turn around the company he joins. A science graduate from Bangalore, he has gone to Asiatic Oxygen.



C.VENKATESWARLU



I am currently the CEO of Dragoco India since its inception in '94. Dragoco is a joint venture between Dragoco and Sanmar Group of Madras. Dragoco is headquartered in Germany and is in the business of fragrances, flavors, aroma chemicals and cosmetic materials. Dragoco India has come to Rs. 800 Million turnover p.a. ranking No.2 in fragrances and No.4 in flavors in 7 years time. Prior to joining Dragoco India, I have worked for 17 years in various functions including Accounting, Finance, Corporate Planning, Product Management, Marketing and General Management at Bombay and Bangalore, in large Indian and Multinational Organisations, such as Lupin Laboratories, Star Textiles, Ciba-Geigy, Chemplast and Roffe. I was teaching Functional Management at the Sydenham College, Bombay for a period of 5 years from 1983. I have also taught Industrial Marketing at the Somaiya Management Institute, Bombay for 2 years. I also teach in Management Institutes on Strategy, Competitive Advantage, Differentiation, Human Resource Management, etc. I have attended a week's programme on 'Strategic Thinking & Management' at the Wharton School, Philadelphia, USA, a week's programme on 'Orchestrating Winning Performance' at the International Institute for Management Development (IMD), at Lausanne, Switzerland and just completed a week's training programme on Interpersonal Skills at the London Business School.

I married Padma. We are the proud parents of Anil and Anup aged 21 and 16 respectively.



M.R.SIVAKUMAR



Soon after passing out, joined Asiatic Oxygen Limited, Kolkata as Assistant Manager (Marketing & Planning). After a 3 years successful stint at AOL, in order to be based at Chennai, joined THE HINDU in '80 in the Market Development Division. Impressed by the spectacular performance, was elevated to the Head of Marketing position reporting to the Board, in 1987 at the age of 32 (a record achievement of being the youngest person to be considered for the senior-most position in the 123 years history of the company). I have introduced several new marketing practices in the newspaper / publishing industry and have several firsts to my credit. I have widely travelled in India and abroad and have addressed several Management forums, training programs and seminars. I am married to a Cost Accountant and we have a daughter now in Class 10.



MISSING
IN
ACTION



VIPUL

His surname was a mystery for a large part of his stay here though it was guessed when he paid only 17 p to Lala for two biscuits (price 35 p. for four) reminding him that he had paid 18 p for a similar deal previous year. A virtuoso in MSM, his eyes lit up whenever he saw an equation involving Greek symbols. He internalizes it to the extent that his profile gave an impression of a capital omega standing on its end. A piece of Lakhnavi splendor in white kurta and pyjama, his countenance was well matched by the "Polish" in his language. An M.Sc. in Physics from Lucknow, he could not stay away from his parents. He is going back to Lucknow (UP Electronics).



The dorm songster, balding and normally preferring to be in a near natural state. His natural gaiety bursts out especially when he goes for a bath. His modern art and the unfinished couplet has left people intrigued to this day. An electronics engineer from the ravines of Jabalpur, the dismembered transistor gave many shocks, including the one when it decided to work. His primary interest in sports was to keep his waistline down, and as a by-product, it contributed to O's victory. He came from Mahindras and would now be going to L & T.



CHINTAN



ANIL KUMAR

He not only believed in laughter being the best medicine but also practised accordingly. It made him so healthy, particularly around his middle that he could not stop laughing once he saw the mirror. Considering the trend in his waistline, he insisted on joining an expanding organization. In all fairness, he landed up in Bharat Heavy (!) Electricals . His interest were the public sector, old newspapers and filling IAS forms.



AJAY PAL

Christened Papa Paul he took to his role to the last 'a' in Papa. The target of much ragging, his latest constraint on our juvenile excess - "Those who lock up the newspaper in their room will be fined Re. 1" (he paid the first buck). Papa was also the unofficial president of the BDC (Bong Development Community) which met frequently in his room. He was solidly dependable and very sincere and, behind all the joking, this shone out brightly. An engineer from IIT-KGP, with 5 years work experience in GKW, he will be joining Metal Box.



More popularly called 'Cat', was a quiet cool one. He came to IIM straight from his honeymoon in Simla. His short vacations back home proved fruitful for along with his MBA he got a cute little daughter. No one has ever seen him perturbed during his two years here and he will be a real asset to Hindustan Computers where he is placed.

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AJOY SINHA



I joined HCL (then known as Hindustan Computers Ltd.) in '77 through campus placement and was posted at Kolkata as a sales executive. After two years, I moved to the systems function and looked after HCL's systems operations in eastern India. I left HCL in '84 and joined Machinery Manufacturer's Corporation (MMC), a Mahindra Company. MMC had a computer division which designed and sold computer systems in the Indian market, in a marketing coordination function at their Kolkata HO.

I rejoined HCL in end '85, at their Delhi HO, in the product management function. HCL was launching Unix-based minis into the Indian market and were looking for a techno-commercial person in product management. In the Marketing function, I was later involved in the product management of fault tolerant computers and also entered into tie-ups with packaged solution providers.

I moved back to the systems function in '91 and was responsible for a group which tested the products developed by our R&D unit before they were released to the field. I was later involved in some IT planning assignments for major corporations. I was also associated with HCL's early assignments in software exports in '94.

I have been actively involved with the export marketing operations of the Professional Services Organisation of HCL Infosystems since '94. Our group supports the foreign subsidiaries in getting international software business. I am based at Noida.

Wife : **Poonam** - Working with Mbit Computers as Manager. Elder daughter : **Pooja** Passed out from National Law School Bangalore. Worked for a year in a Delhi based law firm. Currently studying BCA at Oxford University. Younger daughter : **Archana** - studying in Air Force Bal Bharti School Delhi (Class 10).

P.G.RAO



MISSING
IN
ACTION

PG was the uncrowned finance king in the dorm and the second member of the top floor with marital status. We shall always remember the first visit of Mrs. Rao. A set of Do's and Dont's on the blackboard became essential to caution our floor mates of the lady's presence. PG kept such regular hours, that the bugle call had to be sounded to bring him out for the birthday bumps in the dorm. An engineer from Annamalai University, he was with Atomic Energy before he came to IIM.



T.SRIDHAR



On Monday, June 25, 2001, T. Sridhar sent this email to all of us in response to messages from various batchmates enquiring about where Sridhar was and what was he busy doing:

From: "Sridhar T"

Date: Mon Jun25, 2001 5:02 p.m.

Subject: where is T Sridhar ?

Hi Rags/Vinitha/Raja/Bugs/and the rest of the IIMA '77 friends!

Thanks for pushing my energy levels! After answering Andy's Poll today - I feel like getting involved and alive! Last two days I went through all the work (messages) you people have been doing and was almost living in the past! Many thanks for remembering! I would get back to each of my friends as time passes by! For the present - I am scheming of planning the trip to IIMA in Dec. Hope we can make it a great success!

Individually we have all had our achievements, but the great challenge is how do we build that great energy of 177 people (sorry, I don't have the actual count of our classmates) into one focused goal that we choose and leave it to posterity! Aren't we going to create that dream and live there for real and write home about the IIMA '77? What is a network when it is just cyber and not real?

Sridhar

<http://www.braintrustindia.com> Braintrust 21,RockRoof III, Road No 12, Banjara Hills, Hyderabad-500034 Ph: +91-40-3316029,3306625 Mobile: +91-9848055477 (don't be surprised if my life partner **Sujatha** answers the mobile). We have two daughters, **Natasha** and **Karishma**.



Just two days later, we hear of his untimely demise.



Sukhi is a bundle of noise, energy and colourful clothes - the man behind and in the games scene in IIM. Thanks to his untiring efforts, he gave the games scene a tremendous boost this year. Between chasing Kalu to get the games field ready, cursing the dhobi for not bringing his turbans and occasionally visiting classes, he found the time for those boisterous Sunday morning spare sessions in his room, with Daliah, cold coffee and a collection of king spares. A Graduate from PAU, he is placed with



S.S.BRAR



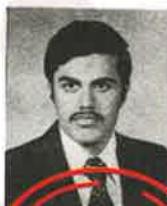
Was placed at VOLTAS at IIMA in '77. Moved through Raunaq Group, Usha International and RANBAXY LABS till '89, all at Delhi. Since then i.e. '89, set up my 2 firms - ALPHA EXPORTS - an Export Trading Co. mainly in Hospital Disposable Medical Products and ALPHA CONSULTANCY- a marketing Export Consultancy firm specialising in Pharma Marketing.



rubina@mantraonline.com

Got married in Feb '81 to **Raman**. She is a grad from Sacred Heart College, Dalhousie, and comes from Patiala (PB). She is a housewife and manages our 2 children, my son, **Jaideep** 13 years, and my daughter, **Rubina** 12 years. Both study in 7th at Delhi Public School, New Delhi. Still an active sportsman, putting in 2 hrs. of Tennis or Badminton

R.BALASUBRAMANIAN



The computer whizz, known as "Computer Bala", who tried to check his dorm coffee bill on the computer and got the computer print out "Extra sugar: Warning only". His major contribution to IIM life was his music and geniality. His magnum opus was "S CALNDR" which kept people informed of the times they are in. The life of many a cultural function, his repertoire consisted of songs, mimicry, and the harmonium



S.BAGAVAN



There was never a more popular bug in the Institute than this Bugs. He would blow the bugle late in the night just as everyone is knocking off to sleep; he would break all breakable items in the dorm practicing his karate; he would suddenly vent the air with a scream trying to imitate Englebert but behind all these eccentricities was a tremendous amount of sincerity and his efforts at protecting the student's interests through the Academic Committee is gratefully acknowledged. A Commerce graduate from Loyola. Madras, he is placed with IOB.



sunda003@mc.duke.edu

I joined IOB with six of our batch mates in '77. Many other batch mates were in Madras in advertising, Pond's and Mettur Beardsell. Within 18 months joined MK Raju Consultants at the instance of Dr. CKP. Was an exciting time. Travelled to Malaysia and Singapore and worked with Mr. M.K. Raju and Dr. CKP and published a report on 'the emerging Multinationals: Indian Joint Ventures in the ASEAN Region. In '81 joined Asia Automotive. Worked with Bada, Naga, Lele and many other IIMA Alumni. In '83 moved to the States. Did M.S. in Accounting at Bentley College, MA and became a Certified Public Accountant in Massachusetts in '87.

I worked for a CPA firm ('85-'87) and then entered the real world, Avery Dennison ('87-'92), a Fortune 500 company as Plant Controller. In '92 joined Healthcare, University of Massachusetts Medical Center, Worcester, MA and rose to Director of Finance. In '96, formed a worldwide business unit, Healthcare Financial Services, for Hewlett-Packard, Medical Products Group. In '99, left HP to start my own business. I now own a small company, info-ASAP.com Inc in the start up phase with Duke University Health System, funding and owning a small stake. The company will provide tools to health systems with the Internet as a platform in the healthcare management information space. I also consult in the Information Technology Service Management space. Published in 'Asian Hospital' and 'Healthcare Informatics'.

The interesting things I have done in the last 25 years, apart from traveling to Asia, Europe, Canada and Australia is to watch a World Cup Soccer match in D.C., Woodstock'94 in New York State, go to the Olympics in Atlanta in '96, fly in a glider, go to many rock concerts, theater in Boston, New York and London, volunteered for a short time to eradicate illiteracy in Mississippi, translated for a Tamil artisan at the Boston Museum of Science for six months. In March 2000 started the e-group for our alumni.

On a personal note, I am married to Dr. Eamala Vasudev. We have a son **Rohen Karthik**, 3 years and 7 months. He is no doubt the apple of our aging eyes!



A loud checkered trouser or a louder flashy shirt, flaying arms and legs - that was Raja on DJ Nities. Referred to as "Flash Raja" by PGPIs and "SKB's BEB" (blue eyed boy) by PGP IIs, he was the dorm captain of O and for the first time brought the shield to this side of the D8 mess. A guy with boundless enthu, he let himself go all the way in whatever he did - whether it was flash, smoking, slogging for SKB, organising coffee parties in his colorful room or integrating (Lawrence and Lorsch style ?) PGP Is and IIs. A commerce graduate from Loyola. He is typically placed with a sick company, Cocoa Products.

Ceres2001@yahoo.com



A.RAJAGOPAL



I have lived for 20 years in New York and moved to Seattle (Washington) last fall. I am the owner and principal of a consulting firm, Creative Resolutions. Creative Resolutions mediates financial disputes for law firms, architects and engineers mostly in the U.S.. Finding clients in Asia and Europe with disputed balances in the U.S. form a part of our future plans. I am single, work for 30 hours a week and spend around 30 hours on environmental activist work. I love traveling and golf.

Shh! The Fellows are Busy or D-16

A dorm, which people say is "not in the mainstream" of IIM. But boy - you have to live in it to know what is the Dee Sixteen effect. Being royally situated almost on the "Gateway of IIM", it gets the maximum cleaning up and the greatest fuss is created whenever a VIP (or an IP for that matter) comes to the Institute, to make it look charming. Any alumnus coming stays in Dee Sixteen giving all 'garam' news of the "out there"

D 16





Like the blind men defined the elephant in so many different ways, if you took an opinion poll all opinions would describe AP in different ways. People call him The Marketing King (in exile). Being kind at heart, he provided warmth and shelter to many a charming soul from across the road. A calm and rather smooth operator and one who is so active in his area of activities that even leaders in his field envy him. But then, there is one common comment that all make - the lesser said the better.



Aparora@mdi.ac.in

A.P.ARORA



I adopted an academic career immediately after leaving IIMA. This happened in '80, after completion of my Fellowship Programme. I joined in the marketing area of IIM Calcutta. I am in the marketing area of the Management Development Institute at Gurgaon. Throughout my career after IIMA, I could enjoy a satisfying work mix of teaching, training and consultancy.

I got married to [Vandana](#) immediately after FPM and we have two daughters. My elder daughter [Apurva](#) is studying in the second year at Law College and the younger, [Aditi](#), is in the 11th Standard.



A.M.PARANJAPE

Given the event that DI is quiet, the post error probability of Paranjape not taking bath in D-16 is always greater than 0.95. This bull specialist has finally bulled his way into an engagement recently (details to be announced later). You may forget Paranjape as the Purchase Manager of Students Stores but never his none-too-inaudible and whirl-the-mind CP.

I have continued to live my beliefs and instinct all these 25 years. I joined the corporate planning division at TELCO on completion of FPM but quit on being threatened with a promotion that came with a flat at Napean Sea Road. I greatly worried that getting used to luxuries, I would lose the freedom/flexibility to do whatever pleases me. I then reverted to my somewhat Bohemian life style with a research-consulting career on the sideline that lasted for almost a decade. The desire for change took me back to a corporate career, again in corporate planning with RPG group. Having contributed to streamlining the business thinking there, I am now back to economic-market research. Young in both looks and heart, I have lived in Mumbai all through.

I married my sweet heart from student days, [Zhelum](#), who is a renowned dancer of Odissi. Herself a student of Guru Kelu Charan Mohapatra, she runs a dance academy in Mumbai and choreographs shows. My only son [Bankim](#) is studying in college but really is preparing for a career in entertainment-communication industry.





The te(a)etaller (He never takes tea, coffee or the dorm) often curses IIMA for making him start seeing movies for the first time (damn Atira shows, damn dorm mates). Now of course, he is a very special market segment for the film industry in himself. That's how we would relate his harmonium practicing with Chitchor. We are still guessing about this suddenly increased enthu for Tabla (Dewal, watch out'). His favourite pastimes - Students Stores, Dorm Badminton and Chetna, in the reverse order.



M.R.GUJRATHI

mgujrathi@bentley.edu



After completing a seasoned Ph.D. on the topic of unseasoned equity offerings, I joined the University of Connecticut (UConn) soon after the completion of FPM. Just before coming to U.S., made a wise move to get married to Varsha in June '81. Starting a married life (and launching a professional career) in a new country was interesting, challenging, and full of gaffes.

UConn helped me establish as a teacher (won the best professor award) and earn a professional (CPA) qualification (got second highest rank in the state). After Prachee was born in December 1988, Varsha quit her job, and I changed mine to Bentley College, the largest business school in New England. Parag was born in June 1993 and has so far disproved our belief that Varsha and I had learned all the lessons in parenting with Prachee. We all spent my sabbatical year ('95-'96) in India when I got a chance to fulfil the dream of teaching at my alma mater IIMA. It was fascinating to be a co-instructor with Bala teaching Manac2 but the only challenge was matching his dedication and enthusiasm. Upon returning from the sabbatical, we are now settled in a quiet, beautiful suburb of Boston and would love to have you visit us if you are to be in the northeast corridor of the U.S. No fun can match that of a late night bull session with old-time buddies with classical music in the background, and gourmet food in front of us.



A born teacher (born with a chalk in his mouth). A giant personification of sincerity, generosity and academic devotion. Works like a monoshot (Trigger him with an academic non-academic query and wait for the answer). This quantitative wizard in his feverish love with the Student's Stores almost computerized their operations. He is one of the most fragrant flowers of D-16.



T.MADHAVAN



What else could this quintessential teacher do after completing FPM other than joining the faculty at IIMA? As expected, no change in him. No marriage, no TV, no nothing, and no time for anything other than work and, of course, his students and some friends. He lives on IIMA campus, house No. 419.



"Rams" is (un)popular in India and abroad. While blood donation, his blood group was identified as "C" - for coffee. Consumes about 15% of the Retreat's coffee production. He is the only FPM who claims to have done his MS in Yankland. Cool and Calm. Ramesh's pet hobby is to move the magazines from one floor to another and bull. He has a knack of getting on your nerves, but is basically a sweet guy.



V.N.RAMESH



This inscrutable face of FPM has been difficult to trace. He reportedly joined an institute in Trivandrum specializing in transportation studies. Later information is not forthcoming in any reliable mode. Probably officially still unmarried, he must definitely be lazing around somewhere there.



KRISHNA KUMAR



Kay Kay is the man from Bharat Heavy Electricals, who became heavier, thanks to the delicious food at the IIM messes. Joining IIM immediately after marriage, he is one of the real hard(ly) working students around. He is said to be 5 degrees above normal.



Living by the books, I joined back BHEL after completing FPM to fulfill my contractual obligations, though Ashok told me a way out. The book also told me that a FPM degree ordains an academic career, so I joined IIML as one of the founding faculty, and have continued there ever since. I am now the elder statesman there and the Dean of academic studies. KK boss was married to [Sushma](#) when he came to IIMA. Their elder daughter [Ritu](#) has registered recently for Ph.D. in Marketing and the younger one [Ruchi](#) is doing Bachelor in Management Studies, both at Lucknow University.



PANKAJ JAIN

The gentle giant, Pankaj is the engineer (from ISRO) turned economist. Largely known as "Punk Jain" claims to have tremendous contacts in SBI - IIM. Bubbling with enthu he is motivated to the core (God! he has hardly learnt anything in the last 2 years).

Regretting an early completion of FPM, he sought a job nearby at National Dairy Development Board in Anand that permitted him to spend as much time on the campus as he spent while formally studying. He however found the work too taxing so decided to take up a semi-retired life of an academic at the Institute of Rural Management, Anand. After spending around 12 years, he took to almost full retirement in '94. Reportedly, he does a couple of consultancy assignments for large NGOs, some related research and some teaching at USA/UK each year, but all in short strings. In his spare time, he now handles a NGO education program that claims to provide good quality primary education to children from poor rural and slum families. This project reportedly is among the fastest growing in this genre but these are still early days for the project.

Pankaj lives with his wife [Rekha](#) who is on the faculty of IIMA in Computers and Information System group. His elder son, [Ashwin](#), is doing computer engineering at Bangalore and the younger son, [Harsh](#), is in the final year of School at Ahmedabad.



If ever you saw a young guy exercising his muscles in the morning, going great with Bengali songs while taking a bath, complaining about a muscle pull due to exercises during afternoon, it is Shekhar. He plays football (and complains of Knee pain - "that is why actually I couldn't play quite well"). A BP king - it is said some leading faculty took down notes when Shekhar made CP. He is known to have "converted the course of discussion" in many a BP class. A fan of music and poetry in general and Carnatic music and classical dances in particular - (so he claims) Shekar is a phenomenon.

S.CHOUDHURY



Shekhar joined the corporate planning division of Calico, Ahmedabad, on completing FPM, so he could continue wooing Geeta who was working at IIMA. His success in expediting the closure of Calico was considered a suitable claim to a faculty position at IIMA, where he has continued till date. In between, he went to USA on a Fulbright fellowship to continue his work on the management of technology but returned back to teach Strategy. Later he specialized in International management. Shekhar has been picked up to steer the new business school at his alma mater, IIT, Kharagpur, where he is currently the Dean of Business Studies. This typical Bong is not able to decide if he should remain closer to Calcutta or come back to IIMA, so we might see him back in Ahmedabad.

Shekhar and [Geeta](#) married in '80. Geeta has worked on the Editorial Team at IIMA all these years. Their elder son [Anirvan](#) is doing masters in bio-sciences in USA and the daughter Aditi is in the final school year.



DIPAK PAINTER



Kaka to the younger folks. Boasts of having the highest belly to weight ratio. Born to be a great manager - can get work out of people (it is said he has written only a part of one assignment - bibliography) and perhaps the only one on the campus with a 3 - piece suit. But then Kaka is young at heart and always game for a dinner at Chetna or a movie at Natraj.



I started my career in the corporate world in '77 with Sudarshan Chemicals, Pune and ended it in '85 with Premier Tyres, Mumbai. Since then I am nurturing my entrepreneurial instincts at Epsilon, having interest in Engineering and Pharmaceuticals. I have been dabbling off and on with academics, being visiting faculty to Management Institutes in Mumbai.

The travel bug has taken me to more than 25 countries around the world including exotic locations like Egypt & Israel. I also kept an appointment with the Almighty at Mount Kailash and Mansarovar.

My wife [Alpana](#) & two children [Paritosh](#) & [Sejal](#) had experienced IIMA life while I was at the campus. Alpana is an active politician being a Central Council Member of Nationalist Congress Party and served one term with Mumbai Municipal Corporation as an elected member. Paritosh is an active Actor and Producer of TV serials and English Theatre. Sejal is a Film Editor and has to her credit films like "Fiza" and "Fir Bhi Dil Hai Hindustani". Paritosh is married to Aarti and Sejal will be soon married to Mahesh.



With three degrees above normal (Chartered Accountant, Cost Accountant and PGDIIMA of course), Patel is a romantic poet at least. But his special interests are reputed to be in Quantum Mechanics. He had the unique schedule in the campus - lunch 7.30 a.m., snacks 2.00 p.m., dinner 6.00 p.m. and, tip of the day 7.30 p.m. Squeezed maximum mileage out of the marketing courses and (i) demarkeeted Sauna belts by claiming that he has reduced his waistline by 0.01 cm. through morning runs and (ii) got chased for modeling by Luna people in their latest ad. campaign - Caption: "I've been using Luna for the last 457 days and it does not even squeak!"



R.D. PATEL



Rajendra had joined Mafatlal Services on graduating from IIMA, which he left within six months to join KPMG as a management consultant. He was with KPMG for eight years, based in London. Later he joined Rolls Royce and rose to become Director (Mergers & Acquisitions) and still later Director Finance for Central and South Africa. Rajendra discovered that he would earn more by managing his funds better than by trying to manage the finances of Rolls Royce in Africa so he quit and came back to his home base in '99. Currently he is a visiting faculty in the Finance and Accounting area at IIMA.

Rajendra is married to [Yogini](#) and their twin daughters, [Bauravi](#) and [Priyanka](#), are studying in 11th Standard at Wood Stock, Mussoorie.



RUSHI BAKSHI



The cool, cool, cool guy who used to keep the dorm happy all the time by his teasing, affectionate and flattering manners. The guy who decided to make a career in marketing and therefore (believe it or not) he did not take a single course in marketing. Truly, a man for all seasons. An ambidextrous guy, he is the promoter of "Lefties of the World, Unite!" cult on campus.



Not one to follow any tradition, Rushi joined the Planning Commission on completing PGP, but unsurprisingly he was also among the first ones there to discover that the future of India would be decided outside the Government offices. After a short stint in the Industries Division, he started as a free-lance research consultant with focus on infrastructure. In this he was really ahead of time but persisted for long. Later in mid '90s, he joined the Embassy of Netherlands as program officer in infrastructure division, partly as this allowed him frequent visit to his Gujju homeland. Restless soul, he has now shifted to more challenging topics such as mental health.

Rushi married [Heena](#) who currently teaches at [Gargi](#) college in Delhi. Their only daughter [Meghana](#) is in the 11th standard in school.

**The Hindu Undivided Family et al
or
D 17**

What can you say about a Dorm with an I-Schol on each floor - that it was an intellectual dorm? But what do you say when the same dorm has the highest number of captains of the Institute Sports team? Let us say that D17 was a crazy mixture of spares and sloggers with the National Integration Camp on the first floor the SPA gang making it big on the second floor, and the HUF (Hindu Undivided Family) partying and merrymaking on the top floor.



HEMANT SHAH



When one talks of brains the discussion immediately revolves around him. This GUJJU baffled everyone by his brilliance on the very first day at IIM. When you play with your grand-children on your knees around a dim fireside on wintery nights you will surely talk about him and his other side. The other side being the mysterious phone-calls he received every other day.



HShah@imf.org

Hemant has had a ball since leaving IIMA. He worked for four years as a financial and management consultant with A.F. Ferguson and Co. and was about to join Hind Lever as an oil purchaser/trader when he decided to go abroad to try his hand at offshore banking with the Arab Bank Limited in Bahrain, where he was the Head of Sovereign Credit Department. In '85, he joined the University of Chicago for a PhD in Financial Economics. He taught Finance and Options at the MBA program at Chicago for two years before joining the World Bank. Hemant spent twelve years at the World Bank working in the Bank's Financial Policy, Treasury, Latin America, and Asia Departments, leaving it as the Principal Financial Economist for the Asia Region. He is now the Senior Economist at the International Monetary Fund's Monetary and Exchange Affairs Department. His associations notwithstanding, Hemant takes no credit for the financial crises in Mexico, Argentina, Korea, and the Philippines or any that may occur in the other countries he works in. He loves reading (without being well-read), gardening (makes up in enthusiasm what he lacks in skills), cooking and food (even more enthusiasm, even less skills) and above all *Mamta* and *Ankur* (the best things in his life).



K.K.SRIDHAR



With a perpetual song and a school boyish grin, he is found everywhere except in his room. Actually we celebrate with ice creams when we see or listen to this apparition. His only hang-up is to sleep with his lights on. His hobbies are bulling, pilgrimages to the Placement Office, and sparing.



My short stint with Asian Paints was followed by a fairly long one at HLL, 20 years. During which I was assigned to the Unilever Headquarters at Rotterdam ('93 - '95). During this period I handled the European food business and later became the Vice President in charge of the Foods Business of HLL on my return. I immigrated in 2000 and am currently Global category General Manager, with global responsibility for one of the 4 categories of SC Johnson. I reside in Chicago with my wife *Prabha* (employed with FCB) and son *Varun* who studies in the 8th grade.



H.R.C.RAO



A sweet, silent, and pseudo, Gulti, is from Hyderabad, with a world of memory for minute details. He is the smoothest operator we have seen or met. He seems to find it difficult to choose between marketing and economics for his future endeavour (we mean doctoral studies). He is always haunted by Radio Kuwait.



P.R.RAGHUVeer



J.M.GARG



DEEPAK DHEER



DD likes to spend most of his time in solitude (not in his room). He is one of the former members of TELCO (a la ODESSA) and is always ready to dish out his experiences there at the drop of the hat. Thank God! We don't drop hats often. His empathy and kindness always draws the crowd: We all just love him.



The checkered path took me to Tata Robins Fraser in Jamshedpur. From there I made a leap to Calcutta riding piggy back on Guest Keen Williams in '85. Then onwards, I have worked for Turner Morrison, heading their diversification endeavors, HMT, as head of Corporate planning and then Ranbaxy in '93. What started in the form of a love affair with Animal Health Care as head of Biotechnology, ended with me heading their division of Pharma including their supply chain. Currently I am the Managing Director of Tudor India. During the above period I did quite a few notorious things including getting married twice.



Member of the TELCO gang and along with DD held the entire floor to ransom by talking about the job endlessly. A fraud Malayalee, he likes Bong fish. A brilliant quanti bloke, he has a major hang up of reading every case and still not make CP in the class. His major hobby is weight-lifting and denouncing IPR.



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K.S.NAIR



I started off with a public Sector venture Bharat Earth Movers Limited.

As public sector bureaucracy began stifling me I shifted focus to a sick private oil company in Jaipur and masterminded its revival. After three years there I started my own garment production facility which starting from scratch, is today capable of sustaining a production of 10,000 units of my fashion garments a year.

I am supported in all my endeavors by my wife Girija, daughter, Supriya, who is married, and son Anup.



MISSING
IN
ACTION



Labelled "Health Manager", Salim had a number of contacts with the V.S. Hospital. And in spite of the best efforts of the mess committee (with apologies) he managed to put on about 8 kgs. of weight in blatant violation of all that talk about "The mess grub is not good". He, like Bhandari, also got engaged towards the end of second year and will be got married soon - wishing him all the best that's in life! But unlike Bhandari, he was a late riser and usually skipped breakfast.

M.S.MAHENDRU



A cool and calm mind, with a religious inclination - that's Gandharva. An early riser, the fate of most people on his floor, in terms of attending early morning classes rested upon him. As a natural consequence he was the "newspaper manager" of the floor. He was respectfully called Beheraji by his floor-mates and others.

G.BEHERA



The lightest man on the floor, Yelkar had a room on the floor but was usually to be found only in D-16. He is Pareek's competitor in newspaper reading and smoking. He is reputed to have started smoking in search of a beloved but is now ultimately a chain smoker who seems to have given up the search. Yelkar was an information bureau on political news.

M.D.YELKAR

MEHMOOD KHAN



The PR manager of the floor, Mehmood was keenly interested in the Jawaja project, NID and the Jawaja NIB leather project. His room wore a very hospitable look and was called "Madhushala". An aggressive CP maker, his favourite opening was "You know...."



If you heard some singing: "O! Basanti, Na Ja Re Na Ja....." or "Hone Laga Mere Sapne Basanti, Basant....." on the floor, you could be sure it was Lucy back after his engagement to Basanti. He plans to get married soon -wishing him all happiness! Laxmi Chand an I-Schol, did not believe in the concept of AC/BC. Early in the second year he evolved, with Audrey, the "Sister-on-Campus" concept. Likeable Lucy was also a strong favourite with Professors MMM and SKB.

L.C.BHANDARI



I married **Basanti** soon after graduating from IIMA. After getting my Ph.D. in finance from the University of Chicago. I taught at University of Alberta for five years, and then worked at Chemical Bank (now a part of Chase); I was part of the Bank Advisory Committee that negotiated with Mexico, Brazil, Venezuela, Philippines, etc. to restructure their hundreds of billions of US\$ debt in the late eighties which created the so-called Brady Bonds. Baque Parias (did arbitrage trading, structured products) and Warburg Pincus (managed a mutual fund and other large institutional accounts totaling almost a billion dollars) in that order. About three years ago, started my own investment management firm, L.C. Bhandari & Co., which manages money for institutions.

Our eldest daughter **Neelam**, who recently got engaged to Abhijeet Rastogi, graduated from the University of Pennsylvania with a dual degree (one from Warton Business School, the other from School of Arts and Sciences), and is currently pursuing her MBA from Stern School of Business, New York University. Her fiancee is pursuing his MD degree from the University of Virginia. our second daughter, **Tara**, is now in her final year at the University of Pennsylvania pursuing dual degree (Business and Engineering). Our youngest child, son **Raj**, is in the 11th grade. We live in Westfield, New Jersey.



R.P. PAREEK



Kibla, the only married person on the floor, was very fond of 'Pan'. He claims he can live without food but not pān. An exhaustive newspaper reader, one could easily find out if he had already read the day's newspaper or not by checking for the underlinings.

AJAY KUMAR



ARUN GUJRAL



Shuffle, shuffle! Mutter, mutter! Guess who? Guju Boss!!! Words are his most precious commodity, he rarely uses them! The campus Goren, all his energies were devoted to finessing the Queen of Hearts. His poker-face was an asset in all games (cards as well as others, people play!) He floored Ponds with his "colourful" personality (one yellow and one blue slipper). Poor chaps, they never recovered and gave him the job. The HUF's Druid, he is a whiz at scrambled eggs not to mention various potions. Overtly detached Guju is a very warm person to those who know him well.



VIMAL KUMAR



Lala, as Vimal was popularly known, was the general consultant for organizing social functions. A practicalist to the core, he maintained his room in a very orderly state. He gained fame at the Institute very early in the first year as a specialist opening bat with his classic "case - data CPs". He used to regularly keep the newspapers by his bedside but never read them. His floor-mates envied his weekly phone calls from home.

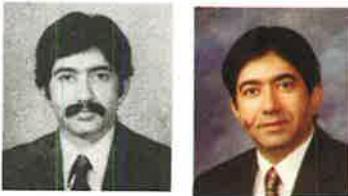
vimalk2000in@yahoo.com

I was initiated at M/S Bharat Forge Ltd, Pune. Here I worked for 7 years. I managed assignments in the areas of Marketing, market survey, development of new product lines, expansion, diversification and profit center management. Moved to Gabriel (I) Ltd. and then to D.H.Woodhand to set up an auto-ancillary plant with British collaboration. During '90, I shifted to the Ministry of Science and Technology (Jan '90) for technology development & commercializations assignment at a national level. Currently implementing the Fly ash Mission that got constituted by the Govt. of India in '94. Technology development, upgradation, commercialisation and marketing new technologies / ideas. Fly Ash was considered as a polluting waste, while it is very useful material for a range of applications starting from housing, road construction to agriculture and many more. Considerable impact has been made and Fly ash has started now to be considered as a resource material. During the early '90's I got involved with the academia-visiting faculty to number of technical/management institutes - technical /management publications/books etc. and landed up doing a Ph.D. at IIT-Delhi in the area of 'Commercialisation of New Technology'.

Dr. Sudha, my wife is with the department of Health, Government of Delhi and we have two children, **Nikhil** who is in his first year BBA at Amity Business school and daughter **Vandana** is doing her 2nd year of Bachelors degree in Information Technology with Manipal University.



Popularly known as Cowboy Bob with his Walrus moustache. Sant believed that food was the essence of life, and a man must sleep in order to survive. An I schol with a questioning mind, his biggest dilemma was whether to select MOC or LEM. In the end he took neither! One saw more of his wife, Sheila, and daughter Taruna who endeared herself to the campus.



RAJIV SANT



After graduating from IIMA, Rajiv worked for Warner Hindustan for a year in product management and then moved to Grindlays Bank in Bombay as an investment banker. After bringing several large IPOs to the market and raising debt financing for large companies, Rajiv migrated to Pittsburgh, USA, with his family in '80 for a PhD in Finance. He was a faculty in universities in Iowa and Minnesota for thirteen years. In '98, he resigned as a Professor and joined Ernst & Young, TX, as a corporate consultant assisting clients with offshore tax strategies. He is currently a Sr. VP of Internet Technologies for a division of Washington Post that delivers training to Wall Street and global financial analysts over the Internet. He also conducts financial training seminars worldwide. Rajiv is a Chartered Financial Analyst (CFA) as well as a Certified Financial Planner (CFP).



Rajiv has four children, three daughters and one son (youngest). **Taruna**, the oldest, is married and is a project manager for Dell Computers in TX. **Upasna**, who just finished college in 2000, is working for Bloomingdales in cosmetics marketing. **Vandana**, who is interning at IBM, is a senior at the University of Wisconsin (Madison) majoring in computer science and economics. **Samir** is a sophomore at the University of Minnesota and is leaning towards business and economics.



A good footballer, Dayal was himself like a football - short and rounded. Sincerely believed in the floor - family concept and thus managed the tea club on the floor. His "quawallis" served to brighten up several dorm parties and other cultural events.



R.DAYAL



My first job was a short stint with Kanti Cotton Mills, but ever since I left that, I have been flying higher and higher, literally. I have in sequence, been the Assistant Finance Manager, Deputy Finance Manager, Senior Manager, Regional auditor, Dy General Manager, General Manager(Finance) and now am bestowed with the additional charge of Director, Audit, for Indian Airlines.

I am married to Saraswati and have a daughter Neha, and son, Sushant.



Grandpa to most, Father to some and Anil to a few, he was bitten by a snake on the day he arrived at the Institute. Rumour has it that the snake died! A self-appointed MD, he has the dubious distinction of sinking two companies (Volta, Look Out!). His obsessions include attending classes and compulsive CP. A permanent fixture at the Placement office, he often beat Nair to the Placement mail. Baap was a great one for arguments. One never knew until the end which side he was on. A small man with a giant-sized heart, he was the campus counselor for broken hearts.



ANIL NAYAR



Anil moved from Investment Banking to Corporate Finance and for the last ten years was CEO of JCT Electronics. In May this year, he branched off on his own and has set up his own Consulting Practice in the areas of Corporate Strategy and Structured Finance. His firm Strategic Management Services has offices in New Delhi. He has also promoted an initiative in International Representations and Trading. The firm International Business Associates is currently representing Japanese and Korean Companies, providing them with Marketing, Sales and Logistics Services. He is also on the board of some listed Companies, having recently been appointed by ICICI as their Nominee Director on a Company based in North India.



The KID of the HUF is the center of all confusion on his floor. His USP - a magnetic personality who somehow attracted slippers, pens, cases etc., to his room. Why he borrowed shaving cream remains a mystery to all. He was also responsible for the Second Great Dorm Controversy: Is Kid an Engineer or not? Nobody knows, least of all, Kid. His early morning frown would disappear only at the sight of the Sunday morning DOSAS. His strengths ranged from corporation lobbying and debating to Table-Tennis, but he met his Waterloo in Aviyal.



RAVI SWAMINATHAN



I am currently the Director - Access Group of Compaq, after launching Compaq PCs in most parts of the country. Prior to Compaq, I was with ICI, looking after Automobile paints, Speciality Chemicals and Dyes. I have won many prestigious awards both in ICI and Compaq.

Freda and I have 2 children. **Nikhil** (15 years), and **Mallika** (13 years). Both Nikhil & Mallika play tennis, participate in debates / elocution, quizzes and enjoy music. The family loves travelling, theatre, reading, movies and of course, TV.



Ghasi, the HUF swinger is a firm believer in vertical integration! His services include modelling to client consultancy. An economy package that HTA has hastened to pick up. A marketer with a strong rural outlook, both in action and thought, Ghasi has become (courtesy-summer assignment in Rural Maharashtra) the most eligible bachelor in Kolhapur, Karad and Sangli, Conscientious about his work, Ghasi was ever ready for a fling and is a very entertaining conversationalist.

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ARVIND WABLE



From Ahmedabad to Madras must have been God's way of protecting those he loves from the evils of 'fire water'. But then with Guju boss, Al, Sujit, PK (Mathur) and being invited to Raja's place for some authentic high class Southy food (including avial!!) made what seemed a 'dry' place fun. The job at HTA was a great learning experience. But the glitter of Bombay was too much to resist...so after 9 months of incubation I convinced the powers that were to transfer me to the Mecca of Advertising in April '78. **Neerja** had moved to Bombay in early '79 and we got married six months later. Bombay was fun, while it lasted but after 6 years in advertising I wanted to do something different. Also the family had grown ... we had our son **Anirudh** in '81 and having literally had 'ghat ghat ka pani' ... changing six houses in five years in Bombay ... it was time to move. Moved to Delhi in '83 and I switched to the other side of the table (Client) with the HCL Group to market Network Electronic Typewriters. The next four years were a fascinating experience of setting up a start up and selling a typewriter at 50K when one was available at 5K. Collaborating with the Europeans while negotiating with the Japanese and working with a very aggressive sales team taught me all that IIMA or for that matter Harvard never does. Learning more about advertising (the science now) than one had in Advertising was an added benefit. The fact that Network grew from 1.6 crores to 32 crores in 4 years with a juicy bottom line was certainly satisfying.

In '87 jumped from the frying pan into the fire - joined another start up...to set up the first Yellow Pages in India. Setting up a 300 strong field force in six months and starting off the first commercial telemarketing unit in the country, was a great experience in direct selling and learning how to let your fingers do the walking.

The addiction of advertising was too strong and that got me to Ulka (now FCB Ulka) in '89. Currently as Executive Director on the Management Board I look after all the group companies at Delhi. These include FCB Ulka, Interface Communications, FCB Ulka Direct and FCB Ulka PR.

With both the boys at college, **Neerja** and I are learning to contend with being empty nesters. Golf is something one took up a few years ago and currently I am trying to get beyond the hacker stage.



MISSING
IN
ACTION



One can say "volumes" about Al Capone the HUF's most expansive member. When he moved, the earth trembled and when he laughed window panes cracked. The only thing that made more noise than him was his motor bike. His interests were wide-ranging, from painting to flying. He also had the unique distinction of setting up a parallel medical practice, which offered stiff competition to the vet next door. A pro at things electronic and mechanical, his was an extremely helpful nature!

ALANKAR NAIK



Sujit started the year with a bang - Modern Ice Creams was cracked a week before D-Day. He ended the course in great style, ploughing through 24 journals, he claimed as his reading list in his bio-data. In between, Sujit had one long holiday.

Sujit had two major weaknesses. A passion for red pyjamas (his own) and a fierce antipathy to all lizards. Long after he has gone, generations of lizards will put their children to sleep by saying "Hush. Sujit has come" A budding T group trainer. Sujit is the HUF's psycho-analyst.



SUJIT KUMAR



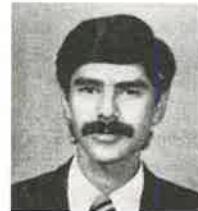
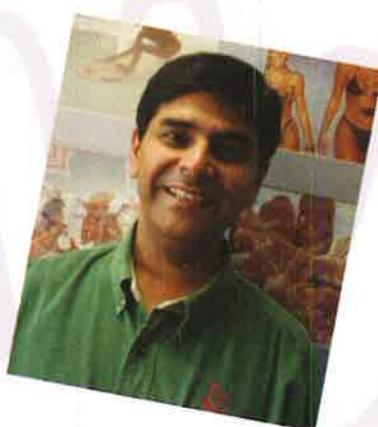
MANVINDER BANGA



The ultimate paradox, a Sikh who is a topper, Banga is the prized possession of the HUF. His summer stint at Lever's was extremely fruitful - a year's supply of soap. (one cake of Lux Supreme), though Banga would have us believe it was two). In an effort to reduce in-house soap consumption, Levers have taken him on permanently. Banga has all the subtlety of a charging rhinoceros. In addition, he has gone through life with one big illusion - that he can sing! Despite these follies, Banga is one of that rare breed - a modest, unassuming and yet a very sociable soul.



Atul Tooley or Fundas- that is the HUF's executive barber! As the dorm accountant, he learnt his debits and credits where Man Acc I had failed. The secret of his moustache is attributed to the eternal tug-of-war he carried on with it. Fundas also led to the First Great Dorm controversy: are his faded blue jeans dirtier than his green sweat shirt? The controversy is still unresolved. His revels at Juhu Beach were in the true spirit of the Summer of '76. His interests range from current affairs to dramatics. A very gregarious personality, he endeared himself to the campus.



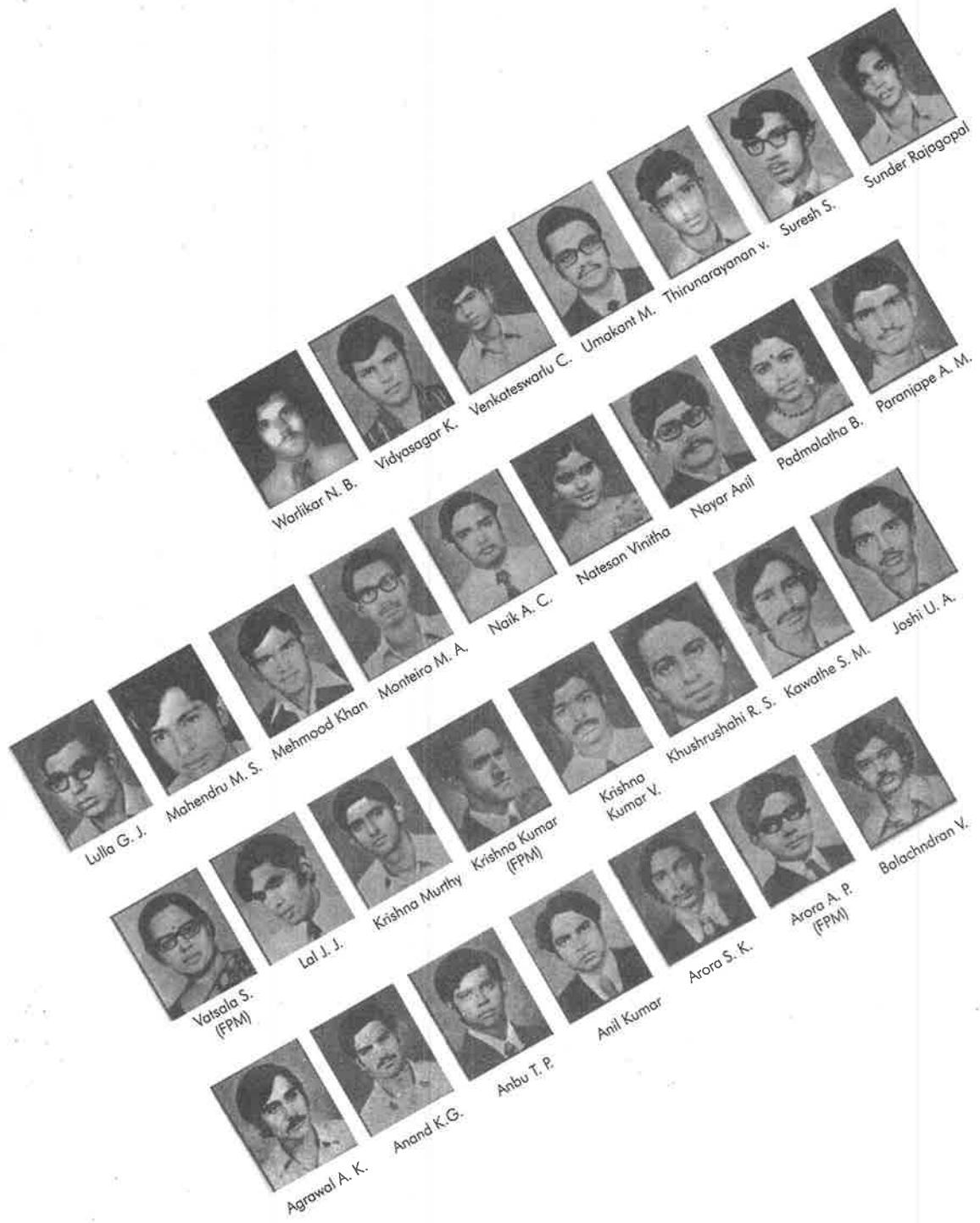
AtulSharma@tricom-yum.com

ATUL SHARMA



Life post IIMA started at Lintas, where I moved from Bombay to Calcutta to Delhi and back to Bombay, with bigger and fancier titles - and a job of running about half of the Bombay office. And one day in '87, I got sick of advertising and moved to Hindustan Lever in marketing. After about 2 years at HLL we moved to Australia. I'm in Sydney and absolutely love the place and the lifestyle. I started by working for Arnotts Biscuits as a marketing manager in '91 and moved to Tricon Restaurants as the Marketing Director for KFC in '93.... Now I am the Marketing Director for Pizza Hut. Life is good ... saw most of the Olympics and shot a commercial with Elle McPherson. Nandita works for a Govt organisation on a part time basis. Our two boys Abhi(16) and Dush(14) get the usual distinctions that one expects from Indian kids (and great genes). We love the humour of 'Goodness Gracious Me', follow rugby and cricket.... and still cheer for the Indians.





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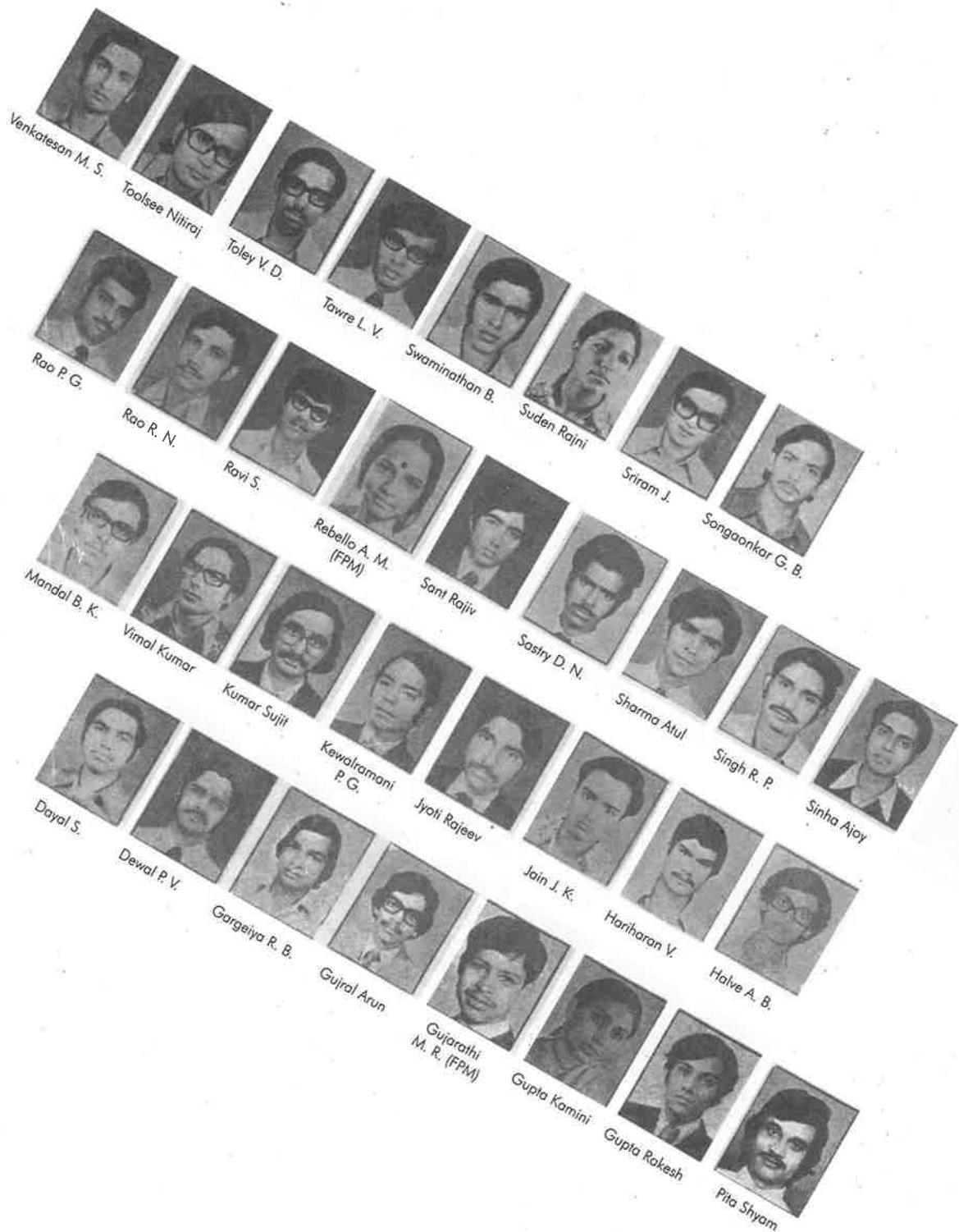


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Happy Birthday!

JAN

1ST ARUP BHATTACHARYA
PRADEEP DEWAL
R.P.SINGH

2ND SUSHIL KUMAR JAIN
A.M.BHIDE

3RD VIJAY DEV DABAS

7TH T.SRIDHAR
10TH R.K. VERMA

11TH SATISH M KAVATHE
14TH V.N. RAMESH
16TH RAKESH GUPTA
17TH PRADEEP K DUBEY
18TH VINOD K DUA
20TH T.M. JAGAN MOHAN
23RD K.V. KRISHNAMURTHY
27TH PRADEEP K MATHUR
28TH ARUN GUJARAL
29TH NAVIN KUMAR KAPOOR

FEB

1ST ANIL KUMAR
3RD RAJENDRA D PATEL
AJAY KUMAR
6TH S.RAVI
8TH H.R. CHANDRASEKHAR RAO
12TH RAMA RAO
15TH SUDHIR K MATHUR
20TH PANKAJ S JAIN
25TH M. MANJUNATH
P.G. RAO
28TH SHUVENDU S MOHANTY
JAGDISH M GARG
29TH GANDHARVA BEHERA

1ST J.M. NARASINGA RAO

2ND R. RAVI

9TH MEENAKSHI KASLIWAL
R. SRIVATCHAN

10TH RAHUL K BISHNOI
VIJAY D TOLEY

11TH R.N. RAO

20TH N. SRINIVASAN

22ND AUDREY REBELLO

24TH RAJEEV BATRA

28TH ANAND HALVE

MAR

1ST RAJIV SANT
3RD RAVI SWAMINATHAN
16TH HARGOVIND NAGPAL
18TH A. RAGHAVAN
19TH AVINASH M PARANJAPE
NITIN DEORAS
A. RAJAGOPAL
26TH B. PADMALATHA
J. PRAKASH
27TH MANOJ HASTAK

APR

1ST S. VISWANATHAN
R.B. GARGEIYA

4TH K. SUNDER RAJAGOPAL

5TH MEHMOOD KHAN

6TH SUDARSHAN JAIN
KRISHNA KUMAR

7TH MALCOLM MONTEIRO

10TH ARVIND SHARMA
SUJIT KUMAR

12TH L.V. TAWRE
VIMAL KUMAR

13TH MARUTI D YELKAR

20TH SRINIVASAN RAGHAVAN

25TH V. THIRUNARAYANAN

27TH AJOY SINHA

MAY

1ST JITENDRA KUMAR JAIN
3RD T. MADHAVAN
5TH NAresh WARLIKAR
8TH ANIL K AGARWAL
9TH BIDYUT K MANDAL
10TH RAMESHWAR DAYAL
11TH M. UMAKANTH
12TH S. VIJAYARAJAN
15TH B. RAMASWAMY
S. VATHSALA
16TH RAVI Naidu
17TH G. VIJAYANAND
19TH E.N. RAO
20TH RAJEEV JYOTI
25TH V. BALACHANDRAN
27TH A.P. ARORA

JUN



1ST ASHOK KUMAR BHATTACHARYA
4TH SHEKHAR CHAUDHURI

SUDHIR K ARORA

5TH CHINTAN SAGREIYA

9TH L.C. BHANDARI

10TH P.B. RAMANUJAM
AJOY PAL

13TH K.S. RAMESH

15TH SHYAM S PARATE
T.P. ANBU

21ST V. ANANDA KUMAR

27TH K. SUKUMAR NAIR

30TH VIVEK JAIN

31ST S. RAJARAM

AUG

2ND D.K. RAVI

4TH AJIT P. LELE

6TH M.S. VENKATESAN
R.S. RAGHAVAN

7TH SHAILENDRA V. GAHLOT

8TH PRANESH MISRA

9TH RUSHI C BAKSHI

11TH RAKESH C. KASLIWAL

12TH ATUL SHARMA

14TH DIPAK N. PAINTER
INDRAJIT SINGH

15TH V.S. RADHAKRISHNAN
G.S. NARASINGA RAO

16TH MUKUND V. MATE

30TH MAHENDRA GUJARATHI

SEP

3RD R.P. PAREEK

7TH S.K. JAIN

9TH RAJESH KUMAR

10TH B.M. ASAWA

11TH DEEPAK DHEER

13TH PRAKASH G KEWALRAMANI

14TH D.N. SAstry

15TH HEMANT C SHAH

16TH R. BALASUBRAMANIAN

17TH C.K. GOPALAKRISHNA

FREDA JOSEPH

21ST V. PARTHASARATHY

23RD SHYAM LAL RASTOGI

25TH ALANKAR C NAIK

26TH KAMINI GUPTA BANGA

28TH ARVIND WABLE

NOV

1ST SUNIL DAYAL

7TH NEERJA GUPTA WABLE

11TH GOBIND J. LULLA

12TH VIPUL

13TH MOHD SALIM MAHENDRU

23RD V. KRISHNA KUMAR

P. RAJAGOPALAN

27TH M.R. SIVAKUMAR

28TH ROY P. GEORGE

29TH ULHAS JOSHI
V. SUBBA RAO

30TH VINITHA NATESAN

DEC

JUL

1ST M.N. TRIPATHI

2ND G.B. SONGAONKAR
R. NARAYAN

3RD RAJIV SOBTI

5TH PITA SHYAM

7TH H.V. SUBRAMANIAM

12TH RAJIV M DESHPANDE

14TH S. BAGAVAN

15TH K. NAGASUBRAMANIAN
KAUSHIK VIDYASAGAR
P.R. RAGHUVeer

18TH J. SRIRAM

19TH M.A. NATEKAR

20TH C. VENKATESWARLU

25TH ANIL NAYAR

28TH MAMTA AGARWAL

OCT

9TH V. HARIHARAN

12TH S.S. BRAR

13TH VIRENDRA K SHARMA

14TH K.K. SRIDHAR
C. SRINIVASAN

20TH K.G. ANAND

21ST S. SURESH

26TH R.S. KHUSHRUSHABI

27TH B. SWAMINATHAN

30TH RABIKAR CHATTERJEE

31ST M.S. BANGA
RAJNI SUDEN

a big thank you!



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