

DIRECTOR'S REPORT

P.F.X. D'Lima

Goa Institute of Management

Mr. R. Gopalakrishnan, Chairman of the Board of Governors of the Goa Institute of Management, Mr. Naseer Munjee, member of the Board and our convocation speaker today, Members of the Governing Board, Distinguished guests, Members of our Faculty, and Visiting Faculty, Members of our Staff, Alumni of our Institute, graduating students and their parents, and our first year students. It gives me great pleasure to welcome you to this Annual Convocation ceremony of students graduating from the Goa Institute of Management.

We are specially honoured by our convocation speaker of the day Mr. Naseer Munjee, who is a member of our Board and an eminent economist and social worker. He was educated in the UK and the USA and his entire career has spanned the creation of financial institutions in India. He has an abiding interest in the problems of development in an emerging economy. He started his career in HDFC, rose to become a member of its Board and then went on to create IDFC and become its first MD and CEO. He currently uses his experience on a number of different activities as an advisor and a consultant. He currently chairs the PAG advisory committee to the Govt of Goa on the setting up of its infrastructure, consequent to the Regional Plan, via the PPP route. Mr Munjee is on 14 Boards and is also an active member of GIM Board.

Let me now present to you the Director's Report for the year:

1. NEW CAMPUS AT PORIEM IN SATTARI TALUKA

The present campus at Ribandar with its imposing heritage buildings on a 3 acre campus leased to us by the Government of Goa has served us well for 16 out of the 17 years of our existence. As reported to you, last year, it was proposed to move our full time residential courses to a more spacious new campus at Sanquelim or more specifically to Poriem in Sattari taluka. This proposal was formally approved by our Board at its meeting last July and we did the Bhumi Pujan on August 3 last year with the puja performed by Mr. and Mrs. Pratapsingh Rane who is the Chairman of our Board of Trustees. Fr. Romuald D'Souza, who is our Founder Director blessed the site and participated in the ground breaking.

The unseasonal rains in August and Sept 2009 delayed our start of construction but we are happy to report that we hope to be in the position to admit the new batch of 240 students to the new campus at the end of June this year and also to

move our second year students who form an integral part of our learning process. Nine buildings have come up and are in the final stages of completion.

For the success in doing this we must acknowledge the support of our Board : Mr. Shrinivas Dempo and Mr. Shivanand Salgaocar as also Mr. Auduth Timblo produced the additional funds required by us as margin money. The Bank of India sanctioned the loan of Rs.40crores. Messrs Somaya and Kallappa produced a modern design with a goan flavor, and Vascon and other contractors continue to make all efforts to maintain the tight schedule. The Government of Goa authorities supported us all the way with the necessary approvals. At every stage we relied much on the guidance and support of the Chairman of our Board of Trustees Mr. Pratapsingh Rane who continues to be a great support and guide.

Every member of the Board contributed something to this effort. I must specially acknowledge the contribution of the Campus Development Committee consisting of Mr. Shrinivas Dempo, Mr. Raman Madhok, Mr. Dean Menezes, Miss Swati Salgaocar who were a constant support and a reliable sounding board to ensure that we took all the right actions and precautions. I must particularly acknowledge the contribution of Mr. Raman Madhok who spared a lot of time for site visits and meetings with architects throughout the project. We sincerely hope that we will not need to invoke the backup plan he always insisted on, in case we fail to achieve the target.

The guidance in all these activities from our Chairman, Mr R Gopalakrishnan was most useful. He obtained consensus on the approval of the proposal and later has continuously guided our efforts in the choices we made and in the direction we took.

2. Faculty

With the new campus and a larger intake we will undoubtedly need a larger faculty strength. While augmenting numbers we need to ensure that we elevate caliber but at the same time we need to recruit young faculty who will be developed to assume higher responsibilities in the years ahead. We believe we are in the process of achieving just that. We have widened the range of our Faculty designations and grades in order to achieve that objective.

With the increasing demand for good faculty, faculty remunerations are rising fast. The entry of foreign institutes in the field of higher education, approved recently, should push their salaries even higher. On our side we shall endeavour to ensure that salary does not become an obstacle for us to recruit or retain the best faculty

for our needs. We have revised faculty salaries last year and are reviewing them again before the start of the next year.

Having stated that, we lost the following faculty during the year.

1. Prof. Ranjini Swamy
2. Prof. Sujoy Bhattacharya
3. Prof. C. S. Mirchandani who retired but continues as visiting faculty.
4. Prof. S. Anand
5. Prof. Madhurima Deb – who left soon after joining.
6. Prof. Nina Jacob
7. Prof. Som Shekhar Bhattacharya
8. Prof. G. Naresh
9. Prof. Rajeev Kumar (he was recruited this year and left due to family reasons)

The faculty that have joined us last year are as under:

The new faculty recruited during the year, some of whom will join shortly are:

1. Vidhu Shekhar Jha
2. Amarendu Nandy
3. Ranbir Singh Sodhi
4. Sameek Ghosh
5. Hemant Padhiari
6. Mahesh Marathe
7. Nirmalaya Bandyopadhyay
8. Sanhita Sucharita
9. Rashmi Shetkar
10. Fernanda Andrade

The faculty that has committed to join us in the next two months are as under:

1. Mukul Mitra
2. Loris Serafino
3. Pradip Banerjee
4. Rajnish Mishra
5. S. Thirumalai
6. Aishi Sengupta

We are continuing with heavy schedule of interviews of faculty with the objective of achieving at least a total of 30 faculty before entering the next academic year.

3. EVENTS ORGANIZED BY THE INSTITUTE

3.1 Samriddhi 2009

This symposium which has now become an annual feature at GIM, focused this year on Social Entrepreneurship. We invited various eminent speakers from all over the Country with hands on expertise in the area of Social Entrepreneurship, who spoke on why social causes are important in our environment and Country and how these can have a commercially viable outcome without loss of its intended social objective.

An academic from IIM Bangalore and hands on pioneer of social entrepreneurship also added impetus to the analysis of the subject under review. Many local industrial representatives participated in the deliberations and followed this up with deliberations for active implementation.

3.2 Interfacing Social Sciences with Management Education - in collaboration with IMI, Delhi.

On the 16th to 18th September we had a 3 day training session on the Interfacing of Social Sciences with Management Education. This workshop was sponsored by the Govt of India, Dept of Scientific and Industrial Research and conducted at Ribandar by GIM jointly with the International Management Institute, Delhi. Prof Ashoka Chandra, Chairman of the Centre for management of Innovation and Technology at IMI and Chairman of the Academic Advisory Council of GIM, over the training.

The programme was inaugurated by Mr. Pratapsingh Rao Rane, Speaker of Goa legislative Assembly, and was very successful in producing a range of papers from various speakers on the subject.

3.3 Frugal Innovation in Healthcare:

With the support of the Xandev Foundation and Dr Francis Pinto we had a one day conference on 14th November, 2009 on Frugal innovation in Healthcare. The discussion started at Xandev Foundation in Valpoi and carried on at the Ribandar campus of GIM. This portion was jointly sponsored by Govt of Goa and was inaugurated by our Health Minister Mr Viswajeet Rane who personally attended the talks and discussions throughout.

We also took this opportunity to inaugurate a facility for accessing the programme Scientist without Borders. An interactive website of the New York Academy of Sciences with the full support of their President Mr Ellis Rubinstein .

In the evening the group was invited for tea by the Governor of Goa.

3.4 Aspen Institute – TIP India programme

The Aspen Institute of Colorado has had a series of programmes under the “Teaching Innovation Programme – India”. The first three conferences were held at ISB, Hyderabad, IIM(Bangalore) and XLRI (Jamshedpur).. The fourth was held at GIM in Ribandar and it was the first at which a number of industry representatives – from Tata’s, Hindustan Unilever, Larsen & Toubro, Sesa Goa, Dempos, Salgaocars, Chowgule’s and Zuari Industries participated. All delegates felt that this conference which has become an annual feature had been very satisfactorily conducted at GIM. A follow up action plan was agreed upon.

3.5 Maverick competition:

Deloitte conducted a “Maverick” competition at GIM to select the best team who would be suited to think “out of the box” in the role of a consultant. The first prize awarded to a team of three was a trip to the Far East. Others in the audience were awarded several prizes including a MAC laptop.

The expenses of the whole event including the dinner that night and the cost of entertainment were borne by Deloitte. GIM was the first Business School in India where they had the event which promises now to be an annual event. Deloitte is most satisfied with a large number of alumni of GIM who they have recruited.

3.6 WIZBIZ:

This was 10th anniversary of the competition and the GIM WIZ BIZ Team commensurate it with a full day celebration by having **INQUIZITIVE MINDS** for local college participants in the morning, followed by a special session of Whiz Biz for All India participants from Industry. The quizmaster was Ajay Antony, an alumnus of GIM and the whole competition was a great success.

3.7 Walk against child abuse on 15August:

A large number of students participated in the walk from Miramar to the Secretariat to show solidarity with the movements against child abuse.

This walk has now become an annual feature of the Goa Institute of Management.

4 GIM CHOIR:

I am glad to inform you that for the first time in our history we have a choir of western music. This is thanks to the efforts put in by Prof Christo Fernandes on the one hand and also importantly because of the enthusiasm shown by our students some of whom have very good voices but also others who have made a first attempt in this direction.

This effort has even inspired the Admissions faculty to consider qualifications in music as an attribute towards the potential of an effective manager. We shall report to you the outcome of our success or failure in this effort.

5 Papers presented by the faculty:

5.1 Prof Saravanan

Prof Saravanan was awarded the first prize of Rs 5000 in the Finance , Accounts and Taxation Disciplines for his article published in the journal. The chartered Secretary

He also evaluated and adjudicated 3 Indian Ph.D Theses and 1 overseas thesis in this capacity as an External Examiner and Chairman of adjudicating panel.

He also reviewed three papers as a Referee for the following Journals:

- (a) **Housing Studies** Published by Taylor and Francis UK -International Journal - Ranking: 19/32 (Urban Studies) and 50/58 (Environmental Studies)
- (b) **Global Economy & Finance Journal** International Journal. It is published by the World Business Institute

He also published the following papers:

1. A Critical Examination of the Efficient Market Hypothesis Framework and Investment Strategies – **Journal of Insurance and Risk Management**, Vol. IV Issue 10, **October 2009** published by Taxmann Publications Ltd.
2. “Aditya Plastics” – A Book of Selected Cases – Vol.XIV -Published by Steel Authority of India Ltd, **June 2009**.

5.2 Ajit Parulekar: presented two papers:

1. Presented a paper on ‘Extending political parties – case of congress party of India’ at the 2009 ANZMAC conference at Melbourne, 30th Nov-2nd Dec 2009.

2. Presented a paper on “Structure of Brand Equity” at the Great Lakes – NASMEI International conference at Chennai, 17-18 Dec 2009.

5.3 Prof Bandyopadhyay published the following publications:

- ‘Application of SERVQUAL and Kano’s model in determining Service Quality in health club services: A study of the health club services in an Indian metropolis’ will be published (Status: In Press) in the refereed journal ‘FOCUS’ [Peer reviewed ISSN: 0973-9165] in April 2010
- “Exploiting marketpace to achieve competitive advantage: the impact of internet as a virtual business channel has been published in ‘Focus’ [Peer reviewed ISSN: 0973-9165; April & October, 2009 issue]. –
- ‘A conceptual understanding of the impact of marketpace on the 4 P’s of marketing’ has been published in the **International Journal of Electronic Customer Relationship Management (IJECRM), Vol 4, No. 1, 2010 pp. 33-42,**
- Presented a Paper titled ‘Application of SERVQUAL and Kano’s model in determining Service Quality in health club services: A study of the health club services in an Indian metropolis’ in the ‘Internnational conference on Doing Business in India’ held at IFIM Bangalore during December, 2009. This paper won the “**Best Paper Award**” in the conference. –

5.4 Prof A G Balasubramanian reported the publication of

- **Standards of Permission for Teaching Notes; Published at www.ecch.com/about/teaching-note-clearance.cfm -**
- **He was also invited as speaker for the** Western Regional Conference of National Institute of Personnel Management in October 2009. “*Signals from the Downturn: An Academic’s Perspective*”.
- He is also a member of Faculty Research Committee of Ms Pia Muriel Cardozo, Ph D Candidate Goa University, Dept of Management
- He is also a member of Committee for IPR and Patents, Goa University

5.5 Prof Raghuveer Vernekar talked to SBI life at their Strategy meet

5.6 Dr Divya Singhal reported the publication of

- Law Of The Garbage Truck- A Tool in Positive Psychology to improve Leadership skills, *Handbook of Management Cases* May 2009 –

In addition she published the following papers during the last year.

- Increasing the Power of your QMS- Achieve Performance Excellence through Continual Improvement, *Management in Government*, Govt of India, Vol XXXI No 3 (October-December 2009)
- Leading to a Meaningful Management Education: Interfacing Social Sciences and Humanities with Management Education;
- http://www.napsipag-research.org/pdf/DIVYA_SINGHAL.pdf 2009
- Managing Risk In A Systematic Way, *Quality World*, 2009
- Stepwise Approach for Upgrading the Existing QMS to ISO 9001:2008 Standard, (September 9, 2009). Available at SSRN:
- <http://ssrn.com/abstract=1470536>
- Internal Quality Audit: Two Situations *ECCH Case 609-026-1* 2009
- “Integrating Lean with Six Sigma: Towards Operational Excellence”, Abstract Conference proceedings Karunya School of Management, Coimbatore August 2009
- Inclination of Youth Towards Social Networking Sites: A Three Nation Exploration, *Abhigyan- FORE Journal*, ISSN 0970-2385 Vol XXVII No1 April-June 2009

She also published the following Reports:

- Hindi Translation of SA 8000:2008 available on http://www.sa-intl.org/_data/n_0001/resources/live/2008StdHindi.pdf March 2010

She presented the following papers:

- Participated and presented a paper entitled Leading to a Meaningful Management Education: Interfacing Social Sciences and Humanities with Management Education at NAPSIPAG 2009 International Conference held at UUM Malaysia on 11-13 December 2009 -
- Participated and presented a paper entitled Integrating Lean with Six Sigma: Towards Operational Excellence”, at International Conference on Emerging Operations Paradigm on 10-11 August 2009 organised by Karunya School of Management.

- 5.7** One of our students Mr Sanjay Kumar Sinha wrote an article Innovation in a Downturn that was published in the IFLA -09-10 Compedium
- 5.8** A two member team of Mr Pratyush Shrivastava and Abhishek Jha represented GIM at a National B-School Fest and won some awards there including the Best Budding Manager with an award of Rs. 21,000/-
- 5.9** Mr Anish Chowdhury was proposed by GIM and was awarded the GMA Best Management Student Award 09 by Goa Management Association

6 MANAGEMENT DEVELOPMENT PROGRAMMES

A start in the new set of MDP programmes was made with a Leadership Programme in the area of non-life insurance in which we see a great potential for development and training programme from 5th to 7th November was conducted for ICICI Lombard on different aspects of general insurance. This was run by Prof Saravanan with the support of Mr B D Banerjee former chairman of Oriental Insurance and Mr Greg Johnson who has a lifetime of experience in general insurance.

A Management Orientation Program (MOP) in Basic Management Skills for entry level graduate engineers of Sesa Goa Ltd was conducted in the Institute from February 4 to 6, 2010. Thirty graduate engineers of Sesa Goa Ltd attended this program. The program was well received and a series of training programs will be conducted for Sesa Goa Ltd during the course of the year.

Four more MDPs are planned for the period April – May 2010. Mr Sameek Ghosh is coordinating these.

7 RIBANDAR TALKS

The Ribandar Talks this year so far were as under

1. The Effect of Supplies & Customer Industry Interrelations on Mutual funds Investment and Performance – Prof. Jayant Kale – Professor Finance – Georgia State University held on 10th July 2009.
2. The Impact of Ethics on Managerial Performance – Mr. Manohar Parrikar.
3. Budget 2010 – Mr M S Mani, Senior Director Deloitte.

This was perhaps the most lucid analysis of the Annual Budget and lasted for over the targeted 90 minutes Mr Mani explained in most lucid manner the impact to the main budget proposals and in what manner they were likely to effect our economy.

The Ribandar Talks initiative has suffered during the year and steps will be taken to revive it next year.

8 EXECUTIVE PGDM PROGRAMME

We have a record number of students passing out in this programme this year. It is not easy to adhere to GIM attendance requirement and to sacrifice your weekend for almost three years and we feel confident that your effort at this learning has been justified.

With the increasing popularity of this programme as reported last year we have applied to the AICTE to enhance our intake capacity from 60 to 120 and believe we will have this approval. The Govt. of Goa have also requested for an increase in the quota allotted to them from 10 to 12, which we have agreed to.

9 PORTUGUESE LANGUAGE COURSE:

We conducted a first basic course in the Portuguese language in collaboration with the Institute Camões. The course was met with much enthusiasm by the students who have requested us to conduct courses of two higher levels, which we hope to introduce during the next academic year particularly since Portuguese is gaining prominence in business in Brazil, Angola and Mozambique.

10 ACADEMIC ADVISORY COUNCIL

After many years of our existence we were able to nominate an Academic Advisory Council of eminent academically inclined persons including two industrialists and two alumni. This Council has three meetings so far under the Chairmanship of Prof. Ashoka Chandra, who is an eminent academician himself.

The Council debated the Philosophy outlined by the Faculty and were able to contribute in finalizing the same before presentation to the Board.

11 INSTITUTE'S PHILOSOPHY

An exercise was undertaken by the Faculty under the guidance of the Chairman of our Academic Advisory Council to enunciate and put down a philosophy that would set a specific direction to all the actions we take at the institute so as to ensure that they are cohesive in the same direction.

The philosophy has been examined by our Academic Advisory Council and put up to the Board for approval, with minor modifications.

The Board has studied the proposal and made some suggestions to the Faculty for some improvement which have been done. The final draft of the philosophy was today formally approved by the Board.

12 ADMISSIONS FOR THE NEW YEAR

We received 12, 199 complete applications for the 240 seats for the next academic year. Of these applicants who appeared for the XAT exam we chose 1500 students for a personal interview.

This choice was done largely based on the XAT marks without cut offs for sectional scores, as we did in the past, and allowing for some preference for work experience. We also made a small attempt to reduce the very high proportion of engineers, we had in our last batch, which caused our whole class to be somewhat lopsided and which adversely affected the learning process at the Institute.

Group discussions were reintroduced at the personal interview stage and the faculty who took the personal interview bore in mind the Institutes newly formulated philosophy which called for a diversity among our students. We believe that as a result of this new procedure we will achieve a larger diversity in our new class and although we have gone down in our percentile cut off at the XAT exam stage we hope to be able to produce an improved batch of good managers.

This year we also introduced the requirement of the applicants to GIM to write a short essay to evaluate their ability to express themselves in English. This was an increasing deficiency noted by us in students who joined GIM, something that was beyond our level of being able to correct in our communications course. We had this year to drop 72 students who were selected on other criteria but failed on the issue of the essay to make our grade.

The results of the personal interviews are now on the web and have also been personally intimated to the candidates. We will quantify the increase in diversity in our new batch and watch the impact it has on their learning process.

13 PLACEMENT UPDATE:

The placement process for the class of 2010 started on December 15. 105 out of 115 students from different academic backgrounds and work-experience have been placed so far 4 students opted out of the process for personal reasons. There were 9 pre-Placement Offers this year. Efforts are still on to achieve 100% placement all the 114 students of the first year have been placed for their summers.

The highest salary offered is Rs.12.23 lakhs per annum, and the lowest Rs.4.5 lakhs. The average salary is Rs.6.91 lakhs, and median salary Rs.7.25 lakhs. Some of the key recruiters have been Deloitte, HSBC Professional Services, Godrej & Boyce, eClerx Services, Infosys Technologies, Citi Bank, Crisil, Johnson & Johnson (Medical Div); Tata AIG; Sampling Research, Thoughtworks, Vodafone, SBI Life, Thomas Cook(I) Ltd, Tata Capital, Tata Motors, Kotak Group, Darashaw, JP Morgan, IMRB, Wipro Consumer Care, Wipro Technologies, Pidilite Industries, IDBI Bank, Du Pont, ICICI Securities, Future Group, HP Analytics, Berger Paints, Devgen (I), Telcon, and Genpact.

14 PADMASHREE AWARD FOR FR. ROMUALD D'SOUZA

Our Founder Director Fr. Romuald D'Souza was earlier this year awarded the Padmashree award by the President of India. This was in recognition for a lifetime of work put in by him in the field of education.

While congratulating him on his achievement, we take pride in basking in the reflected glory that his work at the Goa Institute of Management contributed to his achievement of this award. We will ensure that we will always maintain the high value system that he had set for the Institute.