



शैलेश जे. मेहता प्रबंधन विद्यालय  
SHAILESH J. MEHTA SCHOOL OF MANAGEMENT

## Note from the Director, IIT Bombay



Prof. Devang V. Khakhar

The Indian Institute of Technology Bombay was established in 1958 for providing leadership in education and research with focus on science and technology. Over a period of five decades, about 34000 students have graduated from the institution with bachelor, master and PhD degree. IIT Bombay today is a leading institution globally for education in engineering, management, pure science and social science.

The institute is committed to creating an ambience for nurturing innovation creativity and excellence in our students. We strongly support interdisciplinary research and development for the benefit of industry and society.

Shaliesh J.Mehta school of management is an essential component of this strategy.

SJMSOM was established to provide leadership in the area of management education with emphasis on developing all round managerial skills. We are proud to say that the school is ideally placed to exploit the synergies with the engineering and science departments at IIT Bombay. In doing so, we believe the school will continue to create unique and novel programmes to make significant contributions to management as a domain.

## From Desk of DIRECTOR & HOD



## Message from the Head, SJMSOM



Prof. (Ms.) Karuna Jain

IIT Bombay provides an excellent platform for management education. Shailesh J. Mehta School of Management builds on the harmony between management and other departments of the institute to promote innovation in products, services and most importantly in thinking. The focus here is to hone the managerial skills of the best engineers and to transform them into renaissance leaders of tomorrow. The school calls the top 2% of JMET applicants, while only about 0.3% finally succeed. It has achieved a distinguished status with its Master of Management programme and its research programme leading to PhD. Through its strong linkages with the industry, the school provides opportunities to work on need-of-the-day projects and interact with the industry leaders to understand the challenges as well as the expectations. These interactions and events like Diksha, Continuum and Leadership Lecture Series, help students in develop competitive skills, leadership qualities and an entrepreneurial bent.

The school is poised to embark on a new phase in its growth and evolution where we emphasize knowledge creation through research and case development, and in which the new activities exploit synergies with the rich intellectual environment of IIT Bombay as well as its infrastructure. This differentiator helps in providing a holistic management perspective to the students. The School has ambitious plans to expand its academic and research activities which include building areas of specialization and centres of excellence.

## SHAILESH J. MEHTA SCHOOL OF MANAGEMENT

IIT Bombay established its management school in 1995 with an objective of transforming professionals with technological background to "Renaissance Leaders" of tomorrow. In the year 2000, the school was renamed as Shailesh J. Mehta School of Management (SJMSOM), in honour of Dr. Shailesh J. Mehta, a distinguished alumnus of IIT Bombay and a generous contributor to the school. The school of management leads the way in preparing graduates to respond to the new challenges in businesses, by drawing on the varied intellectual resources of IIT Bombay and providing an outstanding and innovative programme in management education.

### VISION

To become a global leader in management education by driving innovation, leadership and entrepreneurial spirit.

### MISSION

To develop professionals who ethically manage the business activities in a dynamic environment in which technology is a key determinant of organizational success.

## ABOUT US



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### CONTRIBUTORS

- ◆ Dr. Shailesh J. Mehta (President, Granite Hill Capital Ventures LLC, USA)
- ◆ Hindustan Lever Ltd.
- ◆ ICICI Ltd.
- ◆ Larsen & Toubro Ltd.
- ◆ Hindi Vidya Bhavan
- ◆ Ministry of Human Resource Development, Government of India

SJMSOM offers two programmes

- ◆ Masters of Management (M. Mgt.) and
- ◆ Ph.D. in Management



Dr. Shailesh J. Mehta felicitated by Prof. Ashok Misra

## THE MASTER OF MANAGEMENT (M. Mgt.) PROGRAMME

SJMSOM offers a 2-year, full time programme leading to the M. Mgt. Degree that develops managers with an integrated understanding of all business functions. Through a judicious blend of concepts, tools and skills, the M. Mgt. curriculum provides an in-depth understanding of the operational and strategic aspects of management. The programme emphasizes on:

- ◆ Analytical reasoning, teamwork and effective communication
- ◆ Experience sharing through guest lectures and seminars by senior executives from the industry
- ◆ Holistic understanding of various aspects of business
- ◆ Industry interaction through course projects, summer internship and a final project

## SELECTION OF STUDENTS

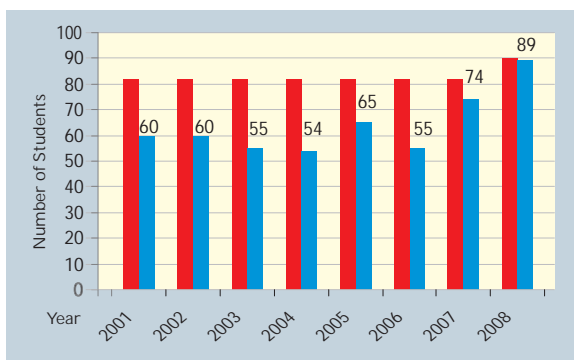
Only first class graduate engineers or first class post- graduates in science are eligible to sit for the rigorous three-tier selection process: Joint Management Entrance Test (JMETF), Group Discussion and Personal Interview. International candidates can opt for GMAT in lieu of the JMETF.

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## ABOUT US

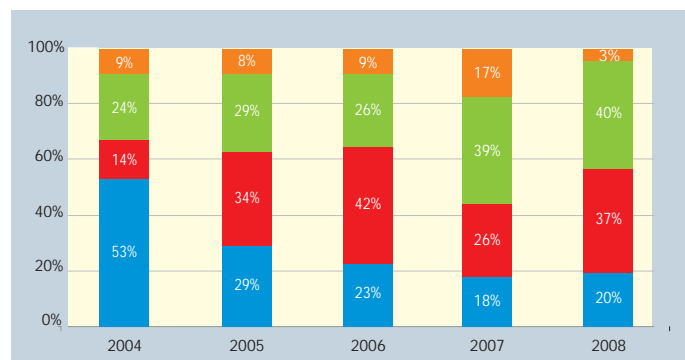


The last few years have witnessed increased admissions to the programme and a significant proportion of students admitted with work-experience ranging from 1 to 3 years. In terms of educational background, most are from Electrical / Electronics or Computer Science / Information Technology fields.



■ Batch Size ■ Students Joined

Candidates joining M. Mgt. Programme



■ 0 - 12 months ■ 13 - 24 months ■ 25 - 36 months ■ More than 36 months

Work Experience of candidates joining M. Mgt. Programme

## PEDAGOGY AND LEARNING

The pedagogy involves concept classes and case studies. Strong foundations are laid through the theory classes which help in understanding the underlying concepts and also critical appraisal of the theories. Relation of the same to case studies, consultancy experiences and practical problems from the industry help in cementing the concepts. This is reinforced by the continuous industry interaction through guest lectures and seminars by senior executives. The rich and diverse work experience of the students adds another dimension to the whole learning process.

## CONCEPT CLASSES

This is one key feature of the SJMSOM curriculum which differentiates it from other B-schools. During the in-depth theory classes, greater stress is laid on providing the students with sound theoretical background on the basics of management. A high emphasis on research oriented learning keeps the students abreast with the recent developments in the field of management theory.



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## CASE STUDIES

Another component of the School's pedagogy is the rigorous case studies based learning approach, in line with that of the Harvard Business School, followed in almost all the functions of management. Such an approach equips students with tools and skills to apply knowledge when faced with a real life challenge. Case based teaching helps students analyze business scenarios in a holistic manner and engage in constructive discussions so as to be able to develop effective solutions to challenging problems.

## PROGRAMME STRUCTURE

The Master of Management curriculum is structured as four semesters with two terms in each semester. A total of 156 credits are covered during the whole programme. Students undertake an 8 -10 weeks Summer Internship Programme in various business firms across various management functions at the end of the 1st year of the programme.

## YEAR 1

### 1st Semester

#### Term 1

- ◆ Financial Accounting and Control
- ◆ Management Information Systems
- ◆ Managerial Economics
- ◆ Organizational Behavior
- ◆ Statistical Methods

#### Term 2

- ◆ Communication and Presentation Skills
- ◆ Cost Accounting and Control
- ◆ Decision Models in Management
- ◆ Economic Environment and Policy
- ◆ Management of Information Technology

## YEAR 1

### 2nd Semester

#### Term 3

- ◆ Financial Management 1
- ◆ Introduction to Marketing
- ◆ Management of Technology 1
- ◆ Management of Human Resources & Industrial Relations
- ◆ Operations Management 1

#### Term 4

- ◆ Financial management II
- ◆ Legal Aspects of Business
- ◆ Marketing Management
- ◆ Management of Technology II
- ◆ Operations Management II

## YEAR 2

### 3rd Semester

#### Terms 5 and 6

- ◆ Corporate Strategy
- ◆ 9 Electives

### 4th Semester

#### Terms 7 and 8

- ◆ Leadership and Vision
- ◆ 6 Electives
- ◆ Project

# CURRICULUM ELECTIVES



## ELECTIVES OFFERED

### Economics and Strategy

- ◆ Applied Industrial Organization
- ◆ Aviation Business Strategy
- ◆ Indian Business in Transition
- ◆ Innovation and Entrepreneurship
- ◆ Insurance and Risk Management
- ◆ International Trade
- ◆ Public Investment Planning and Pricing
- ◆ Strategic Transformation

### Finance & Accounting

- ◆ Business Analysis and Valuation
- ◆ Derivatives and Risk Management
- ◆ Financial Engineering
- ◆ Fixed Income Securities
- ◆ International Finance
- ◆ Management Control Systems
- ◆ Management of Financial Institutions
- ◆ Security Analysis and Portfolio Management
- ◆ Strategic Financial Management
- ◆ Valuation, Mergers, Acquisitions and Corporate Control

### General Management & Entrepreneurship

- ◆ Business Entrepreneurship Development
- ◆ Corporate Governance
- ◆ Environmental Management
- ◆ Management of New Ventures

### International Business

- ◆ International Trade
- ◆ Management of International Business
- ◆ Managing Intellectual property
- ◆ Managing International Business and Policy
- ◆ Managing with New Business Models in the Knowledge Economy
- ◆ WTO and Indian Business

### Marketing Management

- ◆ Advertising and Media Management
- ◆ Brand Management
- ◆ Customer Relationship Management
- ◆ Industrial Marketing
- ◆ International Marketing
- ◆ Management of Sales and Distribution Channels
- ◆ Marketing Research
- ◆ Product Planning and Marketing
- ◆ Services Marketing

## ELECTIVES OFFERED

### Organization Behaviour and Human Resource Management

- ◆ Business Entrepreneurship Development
- ◆ Management of Change
- ◆ Managerial Effectiveness Skills
- ◆ Organization Theory
- ◆ Psychometric Methods in Management
- ◆ Systems Approach to Organizational Design

### Quantitative Methods and Decision Sciences

- ◆ Analysis and Modelling of Risk & Uncertainty
- ◆ Business Forecasting
- ◆ Large Scale Optimization
- ◆ Multivariate Data Analysis
- ◆ Simulation of Business Systems
- ◆ Systems Dynamics

### Systems & IT

- ◆ Business Data Systems
- ◆ Business Process Re-engineering
- ◆ E - Business Strategies and Implementation
- ◆ Intelligent Systems in Management
- ◆ Knowledge Management
- ◆ Software Project Management
- ◆ System Analysis and Design

### Technology and Operations Management

- ◆ Design Management
- ◆ Innovation Management
- ◆ Logistics and Supply Chain Management
- ◆ Maintenance Management
- ◆ Manufacturing Strategy
- ◆ Materials Management
- ◆ Operations Strategy
- ◆ Project Management
- ◆ Quality Management
- ◆ Service Operations Management
- ◆ Technology Evaluation, Negotiation and Acquisition
- ◆ Technology Forecasting and Assessment
- ◆ Technology Systems, Environment and Policy
- ◆ World Class Manufacturing Systems

## OTHER COURSES



### Courses from other Departments of IITB

- ◆ Communication through Video
- ◆ Development, Technology and Global Order
- ◆ Financing Economic Development
- ◆ Information and Communication Technologies for Socio Economic Development
- ◆ Introduction to Financial Engineering
- ◆ Introduction to Psychology
- ◆ IT Project Management
- ◆ Law, Governance, Rights and Development
- ◆ Perspectives on Economic Development
- ◆ Photo Communication
- ◆ Planning and Economic Policies in India
- ◆ Problems in Social Ethics
- ◆ Services Engineering and Management
- ◆ Software Engineering
- ◆ Quantitative Analysis in Finance and Marketing
- ◆ Quantitative Models for Supply Chain Management

### SUMMER INTERNSHIP

Classroom concepts meet application at the end of the first year with the summer internship. The students spend 8 -10 weeks working in a business environment. This acts as a prelude to what each student will encounter in his or her career. All in all, it provides them with an engaging two months of enriching exposure.

### FINAL PROJECT

Students have the option of undertaking a 12 credit project as part of the M. Mgt. Programme. This gives students an opportunity to implement their learning in the industry they will be stepping in. Companies also offer this project to the graduating batch. This project commences in the month of January and helps extend the valuable experience gained during the Summer Internship.

## LEADERSHIP LECTURE SERIES

The School offers a compulsory course, "Leadership and Vision" to the final year students of M. Mgt. programme to instill the essence of leadership and entrepreneurship through a series of lectures by some of the eminent leaders in the Indian Industry. This innovative method involves the leaders sharing their experiences and their perception about a given theme. The students closely understand the leader's style, his/her perception about leadership and get a first-hand account of different situations the leader had faced in his/her career.

### Speakers in last two years

- Mr. Adi Godrej, Chairman, Godrej Industries Ltd.
- Dr. Ashok Ganguly, Chairman, ICICI One Source Limited (Former Director of Unilever PLC)
- Mr. Jamshyd Godrej, Chairman, Godrej & Boyce Co. Ltd.
- Ms. Kiran Bedi, IPS, Director General, Bureau of Police Research & Training
- Ms. Naina Lal Kidwai, CEO, HSBC (India)
- Mr. Narayan Vaghul, Chairman, ICICI Bank Ltd.
- Mr. Pramod Chaudhuri, Chairman, Praj Industries
- Mr. Ravi Gupta, CEO, Mukta Arts Ltd. and Executive Director, Whistling Woods International
- Mr. Sunil Bharti Mittal, Chairman, Bharti Airtel Ltd.
- Mr. Uday Kotak, Vice-Chairman & Managing Director, Kotak Mahindra Bank
- Mr. Vijay Mahajan, Managing Director and CEO, BASIX India

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## LEADERSHIP LECTURE SERIES



### Past Speakers

- Mr. A.K. Purwar, Chairman, State Bank of India
- Mr. Anand Mahindra, Vice Chairman, Mahindra and Mahindra
- Mr. Arun Maira, Chairman, Boston Consulting Group (I)
- Mr. B. Muthuraman, CEO, Tata Steel
- Mr. Baba Kalyani, Chairman, Bharat Forge Ltd.
- Mr. C. K. Ranganathan, Former CEO, CavinKare
- Mr. Deepak Parekh, Chairman, HDFC Ltd.
- Ms. Ela Bhatt, Chairperson, SEWA, Ahmedabad
- Mr. G. N. Bajpai, Chairman, SEBI
- Capt. G. R. Gopinath, Chairman, Air Deccan Airlines
- Mr. Gautam Thapar, Chairman, Crompton Greaves Ltd.
- Mr. Graeme Dalziel, Managing Director, Colgate Palmolive (I)
- Mr. Gulu Mirchandani, Chairman, MIRC Electronics, ONIDA
- Mr. Gurcharan Das, Former CEO, P&G
- Mr. Harsh Mariwalla, CMD, Marico Industries
- Dr. J. J. Irani, Former Chairman, Tata Steel
- Mr. K.V. Kamath, CEO, ICICI Bank Ltd.
- Mr. Kiran Karnik, Chairman, NASSCOM
- Mr. Kishore Biyani, Chairman, Big Bazar and Pantaloon Group
- Ms. Lalita Gupte, Dy MD, ICICI Bank Ltd.
- Mr. M. S. Banga, Former Chairman, HLL
- Dr. N. R. Narayana Murthy, Chairman & Chief Mentor, Infosys Technologies
- Mr. Nandan Nilekani, CEO, Infosys Technologies
- Dr. Prathap Reddy, Chairman, Apollo Group of Hospitals
- Mr. Rahul Bajaj, Chairman, Bajaj Auto Ltd.
- Ms. Ranjana Kumar, Chairperson, NABARD
- Dr. Swati Piramal, Director, Nicholas Piramal Ltd.
- Sri Sri Ravishankar, Founder, Art of Living
- Mr. Shyam Benegal, Film Director
- Dr. Vijay Mallya, CMD, UB Group



The Doctoral Programme prepares students for careers in research, consulting and teaching in the management stream. The School offers PhD programmes in all functional areas of Management: Economics, Finance, Human Resources, Marketing, Operations, Organizational Behavior, Systems, Strategy and Technology Management. The institute encourages research in inter-disciplinary areas through a system of joint supervision with other departments of IIT Bombay. The academic programme leading to the PhD degree is broad-based, typically phases over four years and includes one year rigorous course credit requirement.

#### Selection Process

Entry into the program is twice a year - in Spring and Autumn semesters. The school conducts a test and/or personal interview for shortlisted candidates. The eligibility requirements for admission to PhD programme at SIMSOM are as follows:

- i) B.E./B.Tech. or equivalent with first class (55% for SC/ST) and minimum of 2 years of relevant work experience; or
- ii) M.E./M.Tech. or equivalent degree with first class at graduation and post graduation level (55% for SC/ST); or
- iii) Master of Management / MBA or equivalent with first class at graduation and post graduation levels (55% for SC/ST); or
- iv) M.Sc./M.A./M.Com/LLM/MCA or equivalent with first class at graduation and post graduation levels (55% for SC/ST) and 2 years of relevant work experience.

#### Financial Assistance

A limited number of assistantships are available through IIT Bombay including: IIT Bombay Research Scholarships (TAs), IIT Bombay Research Fellowships and Shailesh J. Mehta Endowment Scholarships. External agencies like AICTE, National Doctoral Fellowships, UGC, JRF etc. based scholarships are also available for the scholars.

## PhD PROGRAMME



#### PhD Programme Dynamics

After entry, students take course work as de rigueur to prepare them for admission to candidacy. Credit requirement varies between 40 to 64 credits based on academic background and work experience. The course work includes core courses (Institute and School prerequisites), breadth requirements, area requirements and credit seminars. The students are admitted to PhD candidacy upon the successful completion of course requirements and a minimum of one credit seminar.

#### Doctoral Dissertation

The dissertation should be a scholarly contribution to the knowledge pertinent to the understanding and resolution of management problems. A Research Progress Committee (RPC) comprising at least two other members is formed, which advises and monitors the progress of the candidate through the annual progress seminar. When the RPC judges that the dissertation is complete, the student prepares a pre-synopsis report and gives a seminar on the dissertation work. Subject to the degree requirement discussed below, the candidate submits and defends orally the dissertation before a Board of Examiners (after two external referees examine the dissertation) and subsequent approval of the Senate.

#### Doctoral Research Output Requirement

IIT Bombay requires a candidate to have acceptances of his/her doctoral research work in at least one international peer reviewed journal and one international conference before the submission of thesis.

#### Phd Scholars Achievements

Over the past 2 years, research scholars have published papers in six international journals and presented 35 papers in international conferences. The scholars have also contributed as authors to several book chapters across various management streams.



Prof. Anand Patwardhan, Ph.D., Carnegie Mellon University, USA (anand@iitb.ac.in)  
Prof. Anand Patwardhan is Professor in Technology Management and holds an adjunct faculty position at Carnegie Mellon University, USA. He has served as the Executive Director of the Technology Information, Forecasting and Assessment Council (TIFAC) from 2004 to 2008. He works in the broad area of environment-climate studies, focusing on the assessment of vulnerability and adaptation to climate change, and on the diffusion of cleaner technology. He is currently a co-chair of the Scientific Steering Committee for the Global Carbon Project and is a member of a core consultative group on Climate Change for the Government of India.



Prof. Atanu Ghosh, Ph.D., IIT Bombay (atanu@iitb.ac.in)  
Prof. Atanu Ghosh is Professor in Strategic Management. He has extensive industrial experience with organisations like Calico Mills, Arvind Mills, Bombay Dyeing, and Mafatlal Industries Ltd. He has worked on consultancy assignments for Godrej & Boyce, SBI, and Swiss Development Agency. His areas of interests include Strategic Management, Services Marketing, Relationship Marketing, Supply Chain Management and Leadership.



Prof. Dinesh Sharma, Fellow, MDI, Gurgaon (dineshsharma@iitb.ac.in)  
Prof. Dinesh Sharma is an Assistant Professor in Marketing. He comes with diverse experience in marketing as a practitioner, researcher and teacher. His areas of interests are Consumer Value and Brands, Marketing Strategy and Marketing Research.

## CORE FACULTY



Prof. Gajendra Kumar Adil, Ph.D., University of Manitoba, Canada (adil@iitb.ac.in)  
Prof. Gajendra Adil is an Associate Professor in Operations Management. He has also worked as Technology Transfer Consultant at i2 Technologies, USA and as Industrial engineer at Bristol Aerospace Ltd., Canada. His research interests include Operations Management and Decision Sciences.



Prof. Hans Huber, Ph.D., HEC Geneva, Switzerland (i07071@iitb.ac.in)  
Prof. Hans Huber is an Associate Professor in Strategic Management. His areas of interests are Strategic Management and Aviation Management. Within these fields he engages in extensive case development for executives and continuing education programs.



Prof. Indrajit Mukherjee, Ph.D., IIT Kharagpur (indrajitmukherjee@iitb.ac.in)  
Prof. Indrajit Mukherjee is an Assistant Professor in Operations Management. He has worked as a Senior Engineer in Tata Motors Limited, and Stone India Limited. His research interests include Operations Management, Quality Engineering & Management and Applied Operations Research.



Prof. (Ms.) Karuna Jain, Ph.D., IIT Kharagpur (kjain@iitb.ac.in)

Prof. (Ms.) Karuna Jain is Professor in Technology and Operations Management. Her research interests include Technology and Innovation Management, Supply Chain Management, Project Management, and Intellectual Property Rights. She has been elected as Vice President, Programs and Meeting, Indian Subcontinent Region of Decision Sciences Institute (DSI). She has been awarded "Emerald Literati Network 2007 Awards for Excellence" for her joint paper published in Journal of Intellectual Capital.



Prof. Pankaj Dutta, Ph.D., IIT Kharagpur (pdutta@iitb.ac.in)

Prof. Pankaj Dutta is an Assistant Professor in Quantitative Methods and Operations Research. His research interests include Project Scheduling, Production Planning & Inventory Control with Supply Chain Management, Fuzzy Optimization and Multi-Objective Decision-Making under Uncertain Environment. He has pioneered the concept of fuzzy random demand in the field of Inventory Systems.



Prof. Rahul Patil, Ph.D., University of Colorado, Boulder, USA (rahul.patil@iitb.ac.in)

Prof. Rahul Patil is an Assistant Professor in Operations Management. He has worked as a mathematical modeling consultant for OptTek Systems, Inc, USA. His research areas are Innovation Diffusion Models, Process Variability Implications, Confidentiality Protection and Discrete Optimization.

## CORE FACULTY



Prof. Rajendra Sonar, Ph.D., University of Pune (rm\_sonar@iitb.ac.in)

Prof Rajendra Sonar is an Associate Professor in System & IT. His research interests include Knowledge-based Systems, Hybrid Intelligent Systems and their applications to Management, Computer Based Information Systems. He is also founder of a start up company: Iken Solutions incubated at SINE, IIT Bombay. The company specializes in developing solutions based on Artificial Intelligence.



Prof. S. Narayan Rao, Ph.D., IIT Madras (narayan@iitb.ac.in)

Prof. S. N. Rao is an Associate Professor in Finance. He has been a core faculty member at UTI Institute of Capital Markets (now Indian Institute of Capital Markets), Navi Mumbai; The Institute of Chartered Financial Analyst of India (ICFAI), Hyderabad; PSG Institute of Management, Coimbatore; Institute of Technology and Management, Mumbai. His areas of interests include Mergers and Acquisition, Financial Engineering, Security Analysis and Portfolio Management, Corporate Finance, and Capital Markets.



Prof. S.V.D. Nageswara Rao, Fellow, IIMA Ahmedabad (sonti@iitb.ac.in)

Prof. S.V. D. Nageswara Rao is an Associate Professor in Finance. He was Senior Analyst with ICRA Ltd., New Delhi. Prof. Rao has advised a team of analysts on valuation of equity shares of 8 PSUs referred to ICRA by the Disinvestment Commission, Govt. of India. His areas of interests are Corporate Finance and Capital Markets.



Prof. Shivganesh Bhargava, Ph.D., Gujarat University Ahmedabad (bhargava@iitb.ac.in)  
Prof. Shivganesh Bhargava is Professor in Organizational Behavior & Human Resource Management. He has conducted many MDPs/CEPs at all levels of managers of public/private/government organizations and done consulting work for such organizations. His areas of interests are Competency-Assessment, Emotional Intelligence, Strategic and Value Based Leadership and Work-life balance.

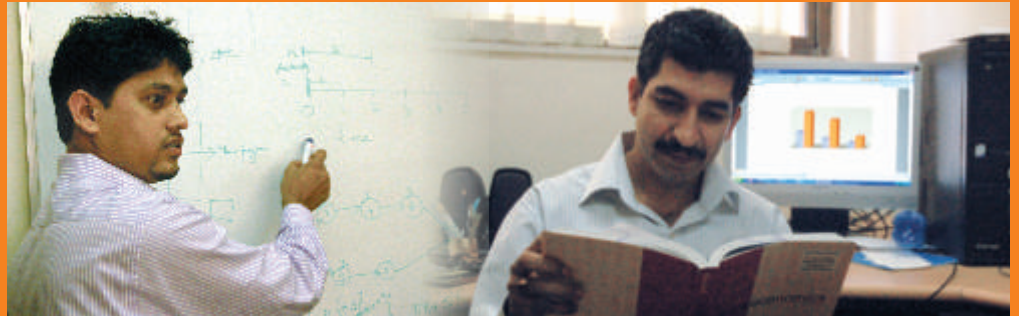


Prof. Shishir Kumar Jha, Ph.D., Syracuse University, USA (skjha@iitb.ac.in)  
Prof. Shishir Jha is an Associate Professor in International Business. His areas of interests are Digital Economy and its impact on Revenue, Business models of firms in diverse sectors, Copyright and the Public Domain and Impact of Globalization on Indian Society.



Prof. (Ms.) Trupti Mishra, Ph.D., IIT Kharagpur (truptimishra@iitb.ac.in)  
Prof. Trupti Mishra is an Assistant Professor in Economics. Before joining the school, she has worked as Assistant Professor at IIT Kharagpur and Faculty member at ICFAI Business School. Her area of research is mainly environmental economics. Her teaching interests include Managerial Economics, Economic Environment of Business, International Finance and Trade and Applied Econometrics.

## CORE FACULTY



Prof. (Ms.) Usha Ananthakumar, Ph.D., IIT Bombay (usha@iitb.ac.in)  
Prof. (Ms.) Usha Ananthakumar is an Associate Professor in Quantitative Methods. Her teaching areas are Statistics and Operations Research. Before joining SJMSOM, she was teaching in various business schools of Mumbai. Her research interests include Statistical Pattern Recognition, Statistical Inference and Statistical Quality Control.



Prof. Varadraj Bapat, Ph.D., IIT Bombay (varadraj@iitb.ac.in)  
Prof. Varadraj Bapat is an Assistant Professor in Finance & Accounting. His research interests include Accounting and Capital Markets. He is associated with Institute of Chartered Accountants of India in their research initiatives. He had been consultant as Chartered Accountant in the fields of Accounting, Audit and Finance.



Prof. Vinish Kathuria, Ph.D., IGIDR, Mumbai (vinish@iitb.ac.in)  
Prof. Vinish Kathuria is an Associate Professor in Economics. His research interests relate to Industrial Organisation, FDI and Technical change and Economics of Industrial and Urban Pollution. Before joining SJMSOM, he was on Fulbright Senior Researcher fellowship to University of Colorado, Boulder (USA). His thesis was short-listed by UNESCO for its Management of Social Transformation (MOST) award in the year 2000-01.

## DISTINGUISHED GUEST FACULTY

- ◆ Prof. J. L. SAHA  
Ph.D., Case Western Reserve  
Ex-Director, IIM Ahmedabad

## ADJUNCT FACULTY

- ◆ Prof. Anand Kusre  
M.Tech., IIT Bombay  
Chief, Technology Finance Group,  
ICICI Bank Ltd.
- ◆ Mr. Damodar Ratha  
M.Tech., IIT Bombay  
Chairman and Managing Director,  
Peerless Fabrikkerne (I) Ltd.
- ◆ Dr. Kamal Sharma  
Ph.D., IIT Bombay  
Managing Director, Lupin Ltd.
- ◆ Dr. Raj Hirwani  
Ph.D., IIT Bombay  
He, CSIR-URDIPad
- ◆ Prof. Shashikant A. Kelkar  
Ph.D., University of Michigan  
Professor of IT, IIT Bombay

## VISITING FACULTY



- ◆ Mr. A. Parasuraman  
Corporate Educator, Advisor & Mgmt. Consultant
- ◆ Mr. Abhijit P. Phadnis  
Former Director, Head- Finance Admn. and Operations,  
Credit Suisse First Boston (I) Securities Pvt.Ltd.
- ◆ Mr. Ajay Munshi  
Dy. Gen. Manager, L&T (Retd.)
- ◆ Ms. Anita Sharan  
Managing Director, Anita Sharan Consultants
- ◆ Mr. Balkrishna Parab  
Lecturer, Jamnalal Bajaj Institute of Management Studies  
University of Mumbai
- ◆ Dr. B Saha  
President Technical, Vinati Organics
- ◆ Prof. Douglas Young  
Monatana State University, USA
- ◆ Dr. Gobinda Prasad Samanta  
Assistant Adviser, Reserve Bank of India, Mumbai

- ◆ Dr. Hirji Nagarwalla  
Director, Nagarwalla Consultants Pvt. Ltd., Mumbai
- ◆ Mr. Jayant Kanitkar  
Master Tax Advisor, H&R Block, USA
- ◆ Mr. K. L. Batra  
Director & CEO  
Chogoku Jenson & Nicholson Pvt. Ltd.
- ◆ Dr. Monica Khanna  
Reader, K.J. Somaiya Inst. of Management Studies and  
Research
- ◆ Dr. Ramaprasad Bhar  
Associate Professor, School of Banking and Finance  
University of New South Wales, Australia
- ◆ Dr. Rajnish Karki  
Director & CEO, STRATDESIGN
- ◆ Mr. T. S. Mohan Krishnan  
Vice President & Country Manager, IMRB International
- ◆ Mr. V.S. Puri  
Consultant

In congruence with the mission of IIT Bombay to serve as a fountainhead of new ideas, there is a strong emphasis on research in the School. The School Faculty is engaged in research in virtually all areas of management including a number of new inter-disciplinary fields.

#### Areas of research (partial list)

- ◆ Decision Sciences: Applications of Quantitative Techniques such as Fuzzy Logic, Neural Network and Genetic Algorithm
- ◆ Digital Economy, Business Models and Governance
- ◆ Financial Analysis, Capital Market Analysis
- ◆ HR Policies and Practices, Talent Development and Management, Employee Work-Life Balance and Wellbeing, Employee-Employer Relations
- ◆ Information Security and Management
- ◆ Intellectual Property Valuation and Management
- ◆ Intelligent systems and Information Technology Strategy
- ◆ Internet & Communications Technologies and Knowledge Management
- ◆ Operations Management: Supply Chain Management, Manufacturing Strategy
- ◆ Public Policy Studies in Global Climate Change
- ◆ Relationship Marketing and Customer Relationship Management
- ◆ Technology Management: Technology Transfer, Innovation Management and Intellectual Capital Management

## FACULTY RESEARCH



#### CONSULTING PROJECTS

The school recognizes that consultancy and executive education are vital for building industry linkages and for reflecting current trends and challenges in management education. The school's faculty is actively engaged with a number of organizations through consulting assignments. They are also involved with industry in non-executive Board of Director positions. The students also get a good opportunity to work along with the faculty on such live projects that further complements their classroom learning.

#### Sample serviced organizations

##### Businesses & Industries

- ◆ Advanced Medical Optics India Pvt. Ltd.
- ◆ Ashok Leyland Ltd.
- ◆ Confederation of Indian Industry
- ◆ Film Lila Entertainment Pvt. Ltd.
- ◆ HSBC
- ◆ ICICI
- ◆ ICRA Ltd.
- ◆ Indian Oil Corporation
- ◆ JANSSEN-CILAG Pharmace Net core Solutions Pvt. Ltd.
- ◆ Johnson & Johnson Ltd.
- ◆ Kotak Mahindra
- ◆ Larsen & Toubro Ltd.
- ◆ Mahindra & Mahindra Ltd.
- ◆ Pajas InfoPath India Ltd.
- ◆ Pawan Hans Helicopters Ltd.
- ◆ Ranbaxy Fine Chemicals Ltd.

- ◆ Ranbaxy Laboratories Ltd.
- ◆ Ranbaxy Laboratories Ltd. (Allied Businesses)
- ◆ RPG Enterprises
- ◆ Siemens Information Systems Ltd. (SISL)
- ◆ SRS Icon
- ◆ Tube Manufacturers Private Ltd.
- ◆ Walchand College of Engineering

##### Government & Multilateral Agencies

- ◆ Department of Electronics
- ◆ Department of Science & Technology
- ◆ Ministry of Environment & Forests
- ◆ Planning Commission
- ◆ State Bank Staff College
- ◆ World Bank
- ◆ UNDP



SJMSOM faculty actively focuses on executive training by way of various general as well as custom made MDPs. These MDPs are aimed at developing and maintaining a strong interface with industry. They also enable the school to identify current trends in business practices.

## MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)



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Key MDPs and Certificate programmes conducted in recent years

MDPs:

- ◆ Civil Aviation in India today - Emerging Patterns of Competition
- ◆ Finance for Engineers
- ◆ Finance for Non-Finance Managers for Reliance Industries Ltd.
- ◆ Management of Technology and Innovation
- ◆ Manufacturing Excellence for Larsen & Toubro Ltd.
- ◆ Project Management for Reliance Industries Ltd.
- ◆ Project Management for Technimont ICB Pvt. Ltd.
- ◆ R&D Management with emphasis on Market Driven R&D
- ◆ Resource Mobilization for Society for Service to Voluntary Agencies (SOSVA)
- ◆ Supply Chain Management for Siemens Information System Ltd.

Certificate Programmes:

- ◆ Manufacturing Excellence for Ashok Leyland Ltd., Hosur, Bangalore
- ◆ Management for Executives of Godrej Industries
- ◆ Management with dual specialization in Marketing and Managing People

## INFRASTRUCTURE & FACILITIES



Students at SJMSOM have access to the best infrastructure to facilitate their stay and study. SJMSOM has state-of-the-art classrooms, specially designed and equipped with latest audio-visual aids and wireless internet connectivity to enhance group discussions and learning activities. The School has its own seminar hall and auditorium in addition to Institute's central facilities to conduct seminars, guest-lectures and other events.

The students of SJMSOM derive immense benefits from not only the School resources, but also the world class resources that IIT boasts of. Some of these resources include the central library, SAC stadium, convocation hall, F. C. Kohli auditorium, sports facilities like the swimming pool, tennis courts, squash courts, badminton courts, basketball courts, football courts, cricket ground, hockey ground, gymnasiums and many more.





## KNOWLEDGE RESOURCES

### Online Databases

- ◆ Complete CMIE Package
- ◆ Capitaline
- ◆ Euro-monitor

### Library Collection (SJMSOM)

- ◆ Books (6,800)
- ◆ Bound Volumes (34)

### Full-text Electronic Journal Database

- ◆ EMERALD
- ◆ Science Direct
- ◆ ABI/Inform
- ◆ EBSCO

### Library Collection (Central Library)

- ◆ Management Related Books (13,000)
- ◆ Printed Journals (70)



### Computing

Faculty and students in SJMSOM have access to some of the best computing facilities in the country. IIT Bombay has a gigabit Ethernet network that connects all academic buildings, faculty residences and student hostels. Network outlets are provided in each hostel room. The School building has a wireless Ethernet network that allows students to connect to the campus network from anywhere in the building, including the classrooms.

The School is a member of the Microsoft Developer Network (MSDN) Academic Alliance, through which students and faculty have access to a complete range of Microsoft products, including operating systems and development environments. The School provides access to industry-standard application software, including SAS, SPSS and optimization packages.

## AVENUES - Annual Business Festival



'Avenues' strives to create a highly dynamic platform for active interaction between academia and the corporate world. The 2-day event is a conflux of entrepreneurship, business and management. This event has been consistently successful in attracting the smartest and the brightest students from business schools across the country and abroad and getting them to test their mettle against each other in carefully thought of strategy games.

As part of Avenues, " Alankar - The Talk Series" aims at bringing together eminent personalities from different walks of life to enlighten us through their speeches. The likes of Sam Pitroda, J. M. Lyngdoh Rakesh Jhunjhunwala, Shivathanu Pillai and Sri Sri Ravishankar took stage in past to shed light on topics ranging from the telecom revolution to achievement of nirvana.

## CONTINUUM - Rolling Seminar Series

Continuum is the rolling seminar series of SJMSOM. This is a platform where the leaders of tomorrow interact and learn from those who have redefined the way business is done today. Every edition of Continuum focuses on a particular management function and delves into issues relevant to the topic for the edition.

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## IMPORTANT EVENTS



- Consulting Continuum : The Restructuring of Organizations to make the most of India's current Growth Scenario
- Finance Continuum : Finance Sector: Managing Growth in Challenging Times  
Financing India's Growth Story
- HR Continuum : HR's Role in Organizational Restructuring: The case of M&A  
Future of HR: Best Practices to Next Practices
- Marketing Continuum : Evolution of Marketing in the Indian Growth Scenario  
Creating Values through Relationship Marketing
- Operations Continuum: Achieving Global Excellence in Supply Chain  
Managing Future Supply Networks
- Systems Continuum : The Evolution of IT in the Changing Macroeconomic Scenario  
IT in Business Strategy: A Journey from 'Enabler' to 'Driver'

### Past Speakers from:

- ◆ AC Nielsen India
- ◆ Accenture Business Consulting
- ◆ Air India
- ◆ Alcatel-Lucent
- ◆ Asian Paints
- ◆ Avalon Consulting
- ◆ Cadbury India
- ◆ Cap Gemini
- ◆ Castrol India Ltd.
- ◆ Citigroup
- ◆ Credit Suisse
- ◆ Deutsche Bank
- ◆ Dun and Bradstreet
- ◆ EBay
- ◆ Economic Times
- ◆ Enam Securities
- ◆ Ernst & Young India Ltd.
- ◆ Essar Ltd.
- ◆ GlaxoSmithKline
- ◆ Google India
- ◆ Granite Hill Capital Ventures
- ◆ Hindustan Unilever
- ◆ HP
- ◆ HSBC
- ◆ i2 Technologies
- ◆ ICICI Securities
- ◆ IDFC Private Equity
- ◆ i-flex solutions
- ◆ Jet Airways
- ◆ John Deere
- ◆ Johnson & Johnson Ltd.
- ◆ KPMG
- ◆ Mahindra & Mahindra Ltd.
- ◆ Microsoft India
- ◆ Morgan Stanley
- ◆ NAASCOM
- ◆ Patni Computer Systems
- ◆ Protivity
- ◆ PWC
- ◆ RARE Enterprises
- ◆ Reliance Industries Ltd.
- ◆ RPG Group
- ◆ SAP Labs
- ◆ Sony Entertainment Television
- ◆ Strategic Decisions Group
- ◆ Tata Group
- ◆ Vedanta Group
- ◆ Yahoo Inc.

## DIKSHA - Industry Interaction sessions



'Diksha' is a process of transfer of knowledge from the 'Guru' to the disciples. Diksha, which attracts captains of the industry and eminent academicians, acts as a forum wherein contemporary business issues are discussed and dissected to the fullest. The doyens from the industry impart valuable learning from their rich experiences. Attending these sessions provoke the students to understand and appreciate the challenges every business leader is posed with and how he deals with it. Some of the key speakers at Diksha in recent past include:

Mr. Arvind Agrawal  
President & Chief Executive, Corporate Deve. & HR  
RPG Group

Mr. Anootam Ghosh  
CEO, ICI - Uniqema India

Mr. Azfar Hussain  
HR-Head  
Delloitte Consulting

Mr. Dinesh Keskar  
Sr.Vice President, Boeing



Mr. Gaurav Sharma  
Head HR, Western Zone, Pepsi

Mr. Harsh Mariwala  
Chairman, Marico

Mr. Kishore Gandhi  
Vice President, JPMC

Mr. Kuldip K. Kaura  
CEO, Vedanta Resources PLC

Mr. Mike Sweny  
Head, Training and Leadership, UBS

Mr. Minoo Dastur  
Executive Vice President & COO,  
Nihilent Technologies

Mr. Nishant Kolgaonkar  
Director, HR, Computer Associates

Mr. Prakash J.  
Senior Business Manager, Olam International

Mr. R. Sriram  
CEO & MD, Crossword Book Stores

Mr. R. Rengarajan  
Retired GM, Reserve Bank of India

Mr. S. Chandarshekar  
Head HR, Capgemini

Prof. S. P. Kothari  
Gordon Y Billard Professor, MIT Sloan School of Management

Mr. Shantanu Prakash  
CEO, Educomp Solutions Ltd.

Mr. Subinder Khurana  
CEO, - MarketRx

Mr. Suneel Iyer  
Principal Consultant, ECS

Mr. T. S. Siva Shankar  
Director of the Structured Finance and Syndication Group,  
Citigroup

Mr. Viju Parameshwar  
CEO, Freudenberg India

Prof. Yasheng Huang  
MIT Sloan School of Management

### On-Campus Placement

SJMSOM students get placed through a streamlined on-campus process that is transparent and convenient for both students and recruiters. The placement process begins with pre placement talks by companies usually scheduled during the months of October to December. The companies are then slotted for the placement process. "Lateral Placement Process", tailor made for the recruitment of students with prior work experience happens next. The placement process comes to an end with the "Final Placements".

### Interaction and Pre- Placement Talks

Organizations are formally invited to participate in the placement process. Recruiters visit the campus for delivering pre-placement talks to the students, broadly covering the company profile, job profiles, career growth plan, selection procedure and emoluments offered. The companies submit the 'Recruitment Form' with details of job offerings during this phase.

### Slotting

Companies are allotted the day and time slots to hold their final selection process on campus based on elaborate slotting criteria which takes into account aspects like the company profile, nature of the job, long-term relationship, emoluments offered, career growth and student's preferences. The slots are communicated to the participating organizations well in advance.

## PLACEMENTS



### Final Placement Day

Organizations specify the procedure they would follow for recruiting the candidates with the consent of the placement committee. All infrastructural support required for recruitment is provided by the Institute. It is expected that when offers are made, companies note the specific terms and conditions as discussed and agreed upon during the interview and these are explicitly stated in the attested offer form submitted by the company. This process is usually scheduled in the third week of December.

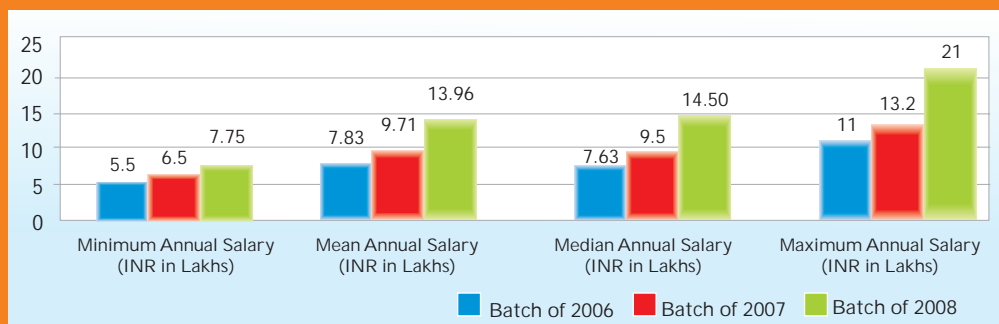
### Lateral Placement Process

The Lateral Placement Process is geared towards helping the companies to have a fresh look at talent with relevant work experience. This process provides a win-win situation for both students and corporates. On one hand students with relevant work experience get an opportunity to start working at a higher level and on the other hand corporates get to recruit students who can be inducted directly without intensive training. Typical job profiles in this arena vary from middle to senior level management postings. This process is usually scheduled in the last week of December.

### Key Recruiters at SJMSOM

- ◆ **Banking & Finance**  
American Express, Bank of America, Barclays Capital, Citibank, Enam, HSBC, ICICI Bank, ICICI Securities, ING Vysya Bank, Irevna, JP Morgan Chase, Kotak, Lehman Brothers, SBI Life, Standard Chartered, Tata Capital, UBS, Yes Bank
- ◆ **Consulting**  
Accenture, Avalon Consulting, Deloitte, Ernst & Young, Feedback Ventures, IMAcS, Synovate, Tholons, TSMG, Universal Consulting
- ◆ **IT & Technology**  
Cognizant, GE, HCL, Honeywell, HP, IBM, Infosys, Intel, Microsoft, Oracle, Patni, SAP, Sun Microsystems, Sybase, Tech Mahindra, Wipro
- ◆ **Leadership**  
Cadburys, GE, HCL, Tech Mahindra
- ◆ **Operations & Supply Chain Management**  
Cadburys, Cargill, Colgate Palmolive, Dell, ECS, Glenmark, Global eProcure, Godrej, GSK, HCCB, ITC, L'Oreal, Marico, P&G, RPG, TPG
- ◆ **Sales & Marketing**  
Britannia, Castrol, Croda, Godrej, ITC, L'Oreal, Marico, RPG

## SALARY TREND



### PLACEMENTSTREND

Offer / Profile Statistics	Year 2006	Year 2007	Year 2008
Students (No.)	47	58	53
Companies (No.)	52	41	53
Companies that offered International profiles (No.)	3	2	6
International offers (No.)	7	5	9
Domestic offers (No.)	77	136	146
Offers per student (No.)	1.79	2.43	2.92

### Summer Internship

The students of SJMSOM do their summer internships at the end of their first year. The duration of the internship is for a period of 8 -10 weeks during which the students are exposed to the real life scenarios of the dynamic corporate world. This enriching exposure provides students with a perspective as to what they would face in their careers once they step out of the school portal.

### Summer Placement

Companies are invited to offer summer internships at the end of the first year. The duration of the internship is 8 -10 weeks commencing in the month of May. The summer placement process takes place in the month of December. Confidential feedbacks are sought from the companies on the students performance at their organizations and the value added to their organizations. This communication is treated as strictly confidential between the organization and the school.

## SUMMER INTERNSHIP & PLACEMENT PROCESS



Companies offering internships in the past include

- ◆ American Express
- ◆ Avalon
- ◆ Barclays Capital
- ◆ Britannia
- ◆ Cadbury
- ◆ Cargill
- ◆ Colgate-Palmolive
- ◆ Croda
- ◆ E & Y
- ◆ Eclerx
- ◆ Enam

- ◆ Feedback Ventures
- ◆ GE
- ◆ Godrej
- ◆ HCCB
- ◆ HP
- ◆ HSBC
- ◆ ICICI
- ◆ IMACS
- ◆ Lodha
- ◆ L'Oreal
- ◆ Marico

- ◆ Mayfair-Business Strategy
- ◆ P & G
- ◆ Patni
- ◆ RPG
- ◆ Synovate
- ◆ Tata Capital
- ◆ TPG
- ◆ UBS
- ◆ Wipro

### Placement Calendar

#### Summer Placement Details

- ◆ Schedule : First Week of December
- ◆ Pre-process : Last Week of November onwards
- ◆ Pre-placement Talks : November

#### Final Placement Details

- ◆ Lateral Placement Process : Last Week of December
- ◆ Final Placement Process : Third Week of December
- ◆ Pre-placement talks : October onwards

## Alumni

Alumni are the best portrayal of what our school stands for. Each programme of the school from the Master, Doctoral to the Working Professional batches has generated alumni of the highest caliber. Unique to the school is the contribution of the alumni towards the admission process by helping identify characteristics in the applicants that are critical for the industrial or research careers. The alumni have been an integral part of the schools co-curricular developments in the form of interaction programmes - Avenues, Continuum Series and Diksha.

### Some of our prime alumni

Ganesh Natrajan : President, Nasscom, CEO/MD, Zensar  
 Dr. Kamal Sharma : CEO, Lupin  
 Kaustubh Kulkarni : VP, JP Morgan Chase (India)  
 Dr. Mukti Khaire : Assistant Professor, Harvard Business School

Pooja Sehgal : Marketing Head, Impetus  
 Dr. Raj Hirwani : Head, URDIP  
 Sanjeev Chachondia : CEO, BPL Mobile  
 S. Srivasthsan : AVP, SET India

## ALUMNI & STUDENTS ACHIEVEMENTS



### Recent Achievements of Master of Management Students

- ◆ AI Gore Sustainable Technology Venture Competition : National Finalists of B-Plan Competition 2008  
 Foundation for Sustainable Future, San Francisco & IIFT New Delhi
- ◆ Cerebration NUS Singapore
- ◆ ET Citi Grand Masters
- ◆ Eureka! 07, E Cell, IIT Bombay
- ◆ Fiesta, FMS Delhi
- ◆ Genesis at SRCC, Delhi University
- ◆ King Arthur, IMI Delhi
- ◆ L'Oreal Brandstrom, India Live Marketing Strategy Competition
- ◆ L'Oreal E-strat Challenge
- ◆ Manifest, IIM Lucknow
- ◆ National Youth Conference, IIM Indore
- ◆ Prometheus , XLRI, Jamshedpur
- ◆ SAAKAR, SPJIMR and National Innovation Foundation
- ◆ Samanvay '08 IIT Madras
- ◆ Tata Crucibles
- ◆ Uddyam SP Jain B-Plan Competition
- ◆ X% Stake Abhyudaya 08 IFMR, Chennai
- ◆ International Finalists in 2006, 2008 & Runner Up in 2009
- ◆ National 2nd Runners Up and Zonal winners, in 2007
- ◆ Winner of Best Rural B-Plan Award in 2007
- ◆ Winner of best IT Business Plan in 2007 & Eminence, the Nestle Brand Rejuvenation Case Study in 2009
- ◆ Winners at a Social Entrepreneurship based Business Plan competition held during 2009.
- ◆ Winner of Marketing Strategy Competition in 2008
- ◆ Among top 5 in 2008
- ◆ Semifinalist in 2006
- ◆ Biz Quiz Finalist in 2007, Runner Up in " Next CEO" in 2009
- ◆ Runners Up in 2009
- ◆ Second position in an Asset Liability Management competition in 2008
- ◆ Finalists in 2008
- ◆ Winner of 1st Prize in Supernova, Analytics Case Study contest in 2008
- ◆ Regional Runner Up in 2007
- ◆ West Zone Finals Second Runners up in 2007
- ◆ Winner of the Mergers and Acquisitions Game in 2008

## SJMSOM Advisory Committee Members

- ◆ Prof. Ashok Chandra, Chairman, Centre for Managing Innovation and Technology, IMI Delhi
- ◆ Dr. Ashank Desai, CMD, Mastek Ltd.
- ◆ Mr. Damodar Ratha, Chairman, Peerless Fabrikkerne India Ltd.
- ◆ Mr. K. K. Nohria, MD, Crompton Greaves Ltd.
- ◆ Mr. K. Ramkumar, Group-Chief Human Resource Officer, ICICI Ltd.
- ◆ Mr. K. Venkataramanan, President (Operations), Larsen & Toubro Ltd.
- ◆ Dr. Murali Saraf, Hindi Vidya Bhavan, Mumbai
- ◆ Mr. Niraj R. Bajaj, Managing Director, Mukand Ltd.
- ◆ Dr. Prakash G. Apte, Former Director, IIM Bangalore
- ◆ Dr. Rakesh Mohan, Deputy Governor, Reserve Bank of India
- ◆ Dr. Shailesh J. Mehta, President, Granite Hill Capital Ventures LLC, USA
- ◆ Prof. Uday Karmarkar, LA Times Professor of Technology and Strategy, UCLA, USA
- ◆ Mr. Vikram S. Kirloskar, Vice Chairman and MD, Mysore Kirloskar Ltd.



Shailesh J. Mehta School of Management  
Indian Institute of Technology Bombay  
Powai, Mumbai 400 076

[www.som.iitb.ac.in](http://www.som.iitb.ac.in)

Contact: [hod@som.iitb.ac.in](mailto:hod@som.iitb.ac.in)

Tel : 022-2576 7781 | Fax: 022- 2572 2872