

Director's Message

A long time ago Shakespeare wrote in Macbeth that "*tomorrow and tomorrow creeps in this petty face of time*". It was beyond him to imagine a time when that tomorrow would come upon us faster than that he could have imagined - that today is not the same as yesterday - that we would be living in an age of accelerated change, where one would be faced with a myriad of options that would lead to dislocation and discontinuity.

Today we are called upon to expect the unexpected. We are called upon to understand a world where change is an ongoing activity. The concept of continuous improvement implies a readiness to live with flexibility, spontaneity and unpredictability. Xavier Institute of Management is your answer to meet the challenges of a fast changing tomorrow.

XIM opens its doors to you to be the kind of man and woman who is able to stand up to the test of time and change

Fr. E. Abraham, SJ
Director

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RESERVATION OF RIGHTS

The Administration of the Xavier Institute of Management, reserves the rights to make any changes in the requirements and regulations for admission, regulations for continuing in the course or for graduation, contents of the courses, fees charged, regulations affecting students, or make any other suitable modifications in any provision of the Course Syllabus in any matter incidental or ancillary thereto, should these be deemed necessary in the interest of the students, the Institute, or the profession.

All matters of dispute, regarding the above, will be subject to the legal jurisdiction of Bhubaneswar only.

Xavier Institute of Management

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THE INSTITUTE

Xavier Institute of Management, Bhubaneswar has completed 14 years of purposeful existence, offering management education "*with a difference or with a human face*", as it is now popularly known. During this short span of its existence, XIM has established an identity of its own, and it is getting to be known not only for its Post-Graduate Programmes but also for developmental projects usually not found in management institutions in India or elsewhere. The Institute owes its origin to a "*Social Contract*" between the Government of Orissa and the OJS (Orissa Jesuit Society). The Management of the Institute is in the hands of a Board of Governors, consisting of Jesuit Fathers, senior representatives of the Government of India, Orissa State Government, eminent industrialists and educationists.

THE MISSION

The mission of XIM is derived from its origin. That mission is to develop professional managers for the corporate sector and for other socio-economic institutions which serve the people of India and by doing so it aims to foster the progress of the nation towards a more prosperous, just and humane society. While being national in scope and international in networking, XIM focuses special attention on the management needs of both corporate and service sectors. The target groups of our educational/training programmes extend beyond the organised sector of the economy to NGOs, small enterprises, artisan groups and women's organisations. XIM aims to develop technical, professional and managerial excellence, social and cultural sensitivity, ethical responsibility, and concern for the environment. The training programmes strive to equip the participants with more effective techniques and decision making abilities, to instil in them a resolute approach to productivity, excellence, innovation and develop concern for others. They aim at creating among its students an awareness that is global and local at the same time in order for them to become relevant. This will enable them not only to feel the pulse of the industry but also to keep pace with the changing scenario of the corporate world and its environs.

THE CULTURE

The faculty, the students and the administration of XIM contribute to the building up of an organisational culture marked by esprit de corps, confidence, mutual respect, concern for others' needs, hard work, social values, personal maturity and integrity. Such a culture need not necessarily be elitist. The XIM culture is that the students be at ease and confident in dealing with people in all walks of life. There is a regular flow of visitors from all sectors. We are happy to welcome top level executives from the corporate sector, foreign experts, NGOs, villagers and youth leaders, who visit our campus in our regular courses, Management Development Programmes as well as for the various training programmes at the Centre for Development Research and Training (CENDERET), and the Small Industries Management Assistance Programme (SIMAP) Cell.

THE CAMPUS

The Institute is located in a 20 acre verdant campus in the neighbourhood of NALCO, Infosys, Satyam Computer, Software Technology Park and other renowned business houses and institutions. The campus houses the office complex, library and computer centre complex, class room complex, hostels for boys and girls, executive hostel and CENDERET office complex. The institute faculty stay on the campus in the faculty quarters. In addition, the institute provides a floodlit basket ball court, indoor badminton court, tennis court, gymnasium, and playing fields for cricket and soccer. Work is in progress for a Management Development Centre.

ACADEMIC PROGRAMMES

The Institute offers three post-graduate programmes. They are:

- Two -Year Full -Time Post-Graduate Diploma in Management (residential);
- Two -Year Full -Time Post-Graduate Diploma in Rural Management (residential).
- Three -Year Part -Time Post-Graduate Diploma in Management for working executives;

RECOGNITION

The two-year full-time and the three-year part-time courses leading up to the Post-Graduate Diploma in Management of this Institute are approved by the All India Council for Technical Education, Government of India, as per their Norms and Standards for MBA Degree. Since XIM is an autonomous Institute not affiliated to any university, it does not grant degrees. However, XIM has applied for recognition from the Association of Indian Universities (AIU). In a society that is becoming increasingly global and open, real recognition of an institution's value is expressed through the market. We work towards meeting the expectations of organisations who recruit our graduates as well as those who sponsor their executives to our ExPGP Programme. Our experience thus far has been rewarding.

LINKAGES WITH UNIVERSITIES

XIM has a working relationship with the Rockhurst School of Management (Kansas City), Marquette University (Milwaukee) in the USA, Cranfield School of Management in the UK, and the Universities of Antwerp and Leuven in Belgium. There is an agreement with these institutions for an exchange of faculty and professional expertise. The visiting faculty from abroad teach courses, assist in curriculum design as well as participate in Management Development Programmes.

ACADEMIC PROGRAMMES

Two - Year Full - Time Post-Graduate Diploma in Management (PGP)

This is the flagship programme of the Institute, comparable to the MBA level programmes of premier business schools in India and abroad. While the programme is based on the standard model of management education as practised by our peers, our programme is distinguished by its rigour and discipline. The Institute has created an environment where the faculty demand and get the extra work and students demand the latest from the faculty. The programme updates its syllabus regularly to reflect the changes and challenges in business environment.

Objectives

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

The courses impart a generalist perspective, which will enable students to view the entirety of an organisation as well as its place in a larger environment. The students are also trained in technical and functional business skills such as accounting, finance, marketing and production; and are helped to develop their analytical and integrative skills so that they can define problems with clarity and formulate alternative solutions for implementation.

Besides professional expertise our emphasis is on training students for collaboration and teamwork through the development of human relation skills, and of attitudes which elicit a commitment to excellence along with awareness of their social and ethical responsibility.

It is hoped that the future manager will become a powerful force for socio-economic change and progress. (For further details refer page 8...).

Two - Year Full - Time Post-Graduate Diploma in Rural Management (PGPRM)

Constant touch with rural realities from the very beginning of its existence has enabled XIMB to meet the challenges and the opportunities faced by the rural people and the organisations in the macro-environment propelled by market economy. Some of the emerging issues are the grinding poverty and hunger; growing unemployment, land alienation and the gradual erosion of values & cultural norms that promote persistent concerns for the poor and the needy. The emerging opportunities are the scope for rural industrialisation and entrepreneurship, market avenues for rural products, saving schemes among women, environment protection movements and the awakening of grassroots democracy (Panchayati Raj).

To meet these challenges and avail themselves of the opportunities, the development agents need to equip themselves with new managerial skills that are required for the third millennium. Towards the fulfilment of this need, XIMB in the year 1998 launched a two-year Programme in Rural Management.

OBJECTIVES

The programme has been designed to enable the learners to:

- develop a critical understanding and knowledge of factors affecting rural realities;
- acquire professional skills to plan, execute and manage development programmes in rural areas;
- enable rural communities to formulate alternative solutions to mitigate complex rural problems;
- strive for excellence, commitment and to evolve positive attitude to work with the poor towards their empowerment.

Three - Year Part - Time Post-Graduate Diploma in Management (ExPGP)

The Institute pioneered this programme for experienced executives with potential to reach senior management positions. It provides an opportunity to earn a Post-Graduate Diploma in Management without interrupting a career. The curriculum is similar to that of the two-year programme and exposes the managers to a wide range of management theory and practice.

This programme has three points going in its favour: **a.** Unlike other part-time programmes this programme is national in scope. The participants are drawn from all corners of the country and renowned organisations. **b.** The quasi-residential nature of the programme ensures the rigour needed for the quality education. The on campus part of the programme is very demanding, and the participants spend close to 16 hours a day on studies. **c.** The mix of participants, which include entrepreneurs, executives from various functional areas, provides the most conducive environment for team learning. The management theory taught in the light of their collective experience is extremely effective.

Objectives

This Programme is designed to contribute towards managerial effectiveness in working executives to help them further their careers in management both in the corporate sector and public systems. As such, the programme seeks to build on the problem-solving skills developed through specialised experience in a particular functional area. Academic inputs provided bring out the inter-relationship among various functional areas as well as the techniques in functional areas other than those in which the participant has experience. The courses aim at providing a generalist's perspective, which will enable the candidates to integrate their own function in the organisation's objectives and the larger environment. The participants are also trained in technical and functional skills such as accounting, finance, marketing, and production and are helped to develop their analytical and integrative skills so that they can define problems with clarity and adopt a methodology best suited to deal with them.

Our primary emphasis is on training the participants for collaborative teamwork through development of human relations skills, attitudes and values which entail a commitment to excellence, and awareness of their social and ethical responsibilities. It is hoped that the managers will become a powerful force for social and economic progress.

Sponsorship

The Institute encourages company/organisational sponsorship (financial) of the participants. Sponsorship implies a commitment on the part of the organisations to the continuing development of their employees. From the sponsoring organisation's point of view, this programme is a novel incentive to the employees, which helps mould their career better. Sponsorship will also reduce the financial burden for the participants.

The participants in the last five batches include entrepreneurs and executives from various organisations, such as: ABC Consultants, ABN Amro Bank, American Express Bank, Apex Technologies, Apollo Hospitals, Aptech, Apple Finance, Arvind Garments, Ashok Leyland, Bajaj Auto, BHEL, Birla 3M, BPCL, BPL, Business Today, Canara Bank, Canon India, Coal India, De-Nocil Crop Protection, DOT, Escorts JCB, Essar Power, Fiat India, Fujitsu India, GKW, Godrej & Boyce, HAL, HCL, HMT, HPCL, HUDCO, Indian Charge Chrome, IOCL, IOB, Indian Aluminium, IR Multimedia Solutions, Ispat Alloys, ISRO, ITC Bhadrachalam Paper Boards, JK Industries, Johnson & Johnson, L & T, Mahindra & Mahindra, MCL, MRF, NALCO, New India Assurance, NTPC, Oberoi Hotels, Oil India, ONGC, OSFC, Parke Davis, Pepsi, Reliance, Philips, Raymond, Rockland Leasing, SAIL, Satyam, Smith & Nephew Medical, SQL Star Intl., Tata IBM, Tata Refractories, Tata Steel, TVS Suzuki, Wockhardt etc.

(For further details refer page 17...).

ADMISSION PROCEDURE – PGP & PGPRM

Eligibility

The minimum requirement for admission to the Programmes is: A three-year Bachelor's degree (or equivalent) in any discipline recognised by the Association of Indian Universities, with at least 50% marks in aggregate (45% for SC/ST candidates).

Candidates who will complete the final part of their degree examinations by June 15, 2002 and who expect to satisfy the stipulated percentage of marks requirement, may also apply. Offers of admission to such candidates, if made, will be provisional and will be automatically cancelled in the event of their failing to complete the degree examination before June 15, or to obtain at least 50 percent of the aggregate marks in the degree examination. Post-Graduate applicants must have at least 50% aggregate marks either in Bachelor's Degree or in Master's Degree. A student after registering for a programme in this Institute will not be permitted to sit for any examination of any other institution or agency.

Admission Test

Applicants are required to take the Admission Test (**XAT**) to be conducted **ONLINE** by **XLRI, Jamshedpur**, on **6th January 2002**. For this, applicants have to log on to <http://www.xlri.edu/register> and apply for XAT application form, and also refer to XAT advertisement in newspapers during August-September, 2001. Applicants who have not appeared the XAT will not be considered for admission. **It may be noted that besides one XIM form for applying to XIM, Bhubaneswar, one has to also obtain and register one XAT form ONLINE from <http://www.xlri.edu/register> for appearing the Admission Test (XAT).**

XIM Application Form

The application form and the Institute's Bulletin can be obtained from the Admissions Office by sending a non-refundable crossed Demand Draft for **Rs. 700/-** made out in favour of XAVIER INSTITUTE OF MANAGEMENT, BHUBANESWAR, and drawn on the State Bank of India, RRL branch, Bhubaneswar (Code: 7499). Local applicants may pay in cash. The last date for issuing the application form is November 30, 2001.

Registration of Candidates

The duly completed XIM application form should be returned to the *Admissions Office, Xavier Institute of Management, Bhubaneswar - 751 013*, **after receiving your XAT Hall Ticket**. The last day for receiving the completed application form is December 15, 2001. Local applicants may submit application form at the counter. It is the applicant's responsibility to ensure that the application form is complete in all respects. Incomplete application forms may not be processed. The eligible applicants will be issued the acknowledgement for receipt of the form.

Selection Interview

The PGP candidates who qualify in the Admission Test (XAT) will be called for an interview at Bhubaneswar, Chennai, Delhi or Mumbai. Candidates will have to meet their own travel expenses.

All the PGPRM candidates who qualify in the Admission Test (XAT) will be interviewed at Bhubaneswar. They will also have to meet their own travel expenses.

The final selection will be based on the candidate's performance in the written test, the interview, and will take into account the past academic record and relevant work experience. The selected candidates will be informed by mail by April 30, 2002.

Students with prior work experience in an executive position in industry/rural sector, benefit more from our PGDM/PGDRM Programmes. Relevant work experience in industry for about two years, though not essential, is considered desirable before joining the PGDM Programme.

Admission

Candidates who are selected for admission to the Post-Graduate Programme must indicate their acceptance by paying the first instalment of fees as detailed in the letter of admission before the date stipulated therein. Otherwise, it will be assumed that the candidate does not want to avail of the offer of admission, and the offer will stand cancelled. If an admitted candidate, after paying the first instalment of fees, notifies the Admissions Office before a specified date that he or she wishes to withdraw, the fees will be refunded, less a retention fee of Rs.5000/-. After an admitted student has registered in the Dean's Office, no fees collected are refundable, except the caution deposits. This applies to dismissals as well as withdrawals, voluntary or otherwise, from the Institute's rolls.

The programme will begin by the middle of June 2001 for the first year students. At this time the students will be given a Manual of Policies and Regulations which will be binding on them.

ACADEMIC SYSTEM - PGP

PROGRAMME DESIGN

The Programme consists of 40 courses including 25 core (compulsory) and 15 elective courses of 3 credits (30 contact hours) each totalling to 120 credits.

In the first year students are exposed to core courses only consisting of certain basic and functional area courses. They are also exposed to the social and economic environment within which businesses operate in India.

In the summer vacation at the end of the first year, students are required to spend approximately eight weeks in an organisation doing a project on some significant aspect or problem of management. The objective of the summer project is to provide students an opportunity to observe an organisation in operation and to relate what they have learnt to actual practice. The student is required to submit the project report to his guide in the organisation as also to his faculty guide for evaluation.

In the second year, besides completing the remaining core courses relating to industrial relations, business law, business ethics, and business policy, the students pursue elective courses in the areas of their interest to better equip them for a career in management.

ELECTIVES

Every year each area announces the list of electives to be offered. In an effort to continually update the syllabus as also in keeping with the faculty interests, elective courses can be added and/or deleted from the list.

INDEPENDENT RESEARCH PROJECT

The objective of this 3 credit elective course is to enable a student to independently pursue his/her topic of special interest. A student with a good academic record in the first year may be permitted to undertake an independent research project in any area of his/her choice in consultation with a faculty member who should be available to guide the student. A student is permitted to do not more than two electives by independent projects.

ACADEMIC CALENDAR

The academic year consists of three terms each of approximately three months' duration. The first term extends from July to September, the second from October to December, and the third from January to March.

The full-time residential programme involves an average of 14 class sessions a week, each of 90 minutes duration. The student's workload, including class sessions, required readings, term papers, project work and field visits, is expected to be not less than 70 hours per week.

METHODOLOGY OF INSTRUCTION

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

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

PRACTICAL EXPOSURE

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

ACADEMIC EVALUATION

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

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

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

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

DIPLOMA

The Institute awards the Post-Graduate Diploma in Management to students who have successfully completed course work equivalent to 120 credits, fulfilled the prescribed academic standards, and have done the summer project as per the prescribed requirements. The diploma is awarded at the Annual Convocation, which is usually held in March. The PGDM of this Institute is approved by the AICTE, Government of India as per their Norms and Standards for MBA Degree.

AWARDS

The Orissa Jesuit Society Medal for Social and Ethical Perspectives in Management is awarded to the student who has the highest performance score in Business Ethics course.

The Faculty Council Gold Medal for Academic Excellence is awarded to each of the top ten rank-holders of the graduating class judged by their cumulative scores.

C.M. Kandoi Gold Medals for Academic Excellence will be given to the top two rank-holders of the graduating class along with a cash award of Rs.10,000/- and Rs.5,000/- to the 1st and 2nd rank-holders respectively.

Leeta Misra-Ankalkoti Gold Medal is awarded to the lady topper in the class.

Functional area gold medals each in Marketing, Finance, Operations Management, Systems and Human Resource Management are awarded to the top rank holder in the concerned functional area courses.

STUDY LOAN

Study loan facility is being extended to our students by the UTI Bank and HDFC Bank. Some of our students have been availing such facilities from the nationalised banks.

EXPENSES

Details	INSTALMENT					
	I Rs	II Rs	III Rs	IV Rs	V Rs	VI Rs
Tuition Fee	22000	22000	22000	24000	24000	24000
Library	5800	5800	5800	6300	6300	6300
I T Services	4000	4000	4000	4400	4400	4400
Establishment	2500	2500	2500	2800	2800	2800
Infrastructure	2000	2000	2000	2200	2200	2200
Library Caution (refundable)	1000					
Placement		1000		1000		
Diploma & Convocation					1000	
Alumni Association						2000
TOTAL	37300	37300	36300	40700	40700	41700
Student PC with Internet: 30000 (in the hostel room)						

HOSTEL EXPENSES

	1st year	2nd year
Single seated room per student (rent per term)	3000	3300
Double seated room per student (rent per term)	2200	2500
Board per month (approximately)	1200	
Mess deposit (refundable)	1000	
Hostel caution deposit (refundable)	1000	
<i>These estimates do not include expenses on travel, clothing, laundry, and other personal items.</i>		

MODE OF PAYMENT

The first instalment of the fees is payable along with the acceptance of the offer of admission. All fees are to be paid in cash or by Demand Draft drawn in favour of XAVIER INSTITUTE OF MANAGEMENT, BHUBANESWAR, and drawn on the State Bank of India, RRL branch, Bhubaneswar. Cheques will not be accepted. Instalments II, III, IV, V & VI are to be paid just before the registration for the respective terms.

ACADEMIC SYSTEM - PGPRM

PROGRAMME DESIGN

The Programme consists of 123 credits which includes 26 core (compulsory) and 10 elective courses of 3 credits each, plus Field Project, Research Project and Management Traineeship Programme (3 credits being equivalent to 30 contact clock hours). The 18 week Field Project carries weightage equivalent to 9 credits, and the Research Project carries weightage equivalent to 6 credits.

The programme is organised in three distinct but mutually supportive segments - classroom, field based learning and management traineeship. Class room segment exposes students to theory & concepts, during fieldwork students are exposed to the complexities of rural life and development issues; while management traineeship segment gives students hand-on experience of working in rural organisations.

FIELD TRAINING PROGRAMME

The objective of this 18 week Field Training is to enhance the practical knowledge and learning opportunities of the students. In the first phase of the field programme, the students begin to encounter the rural realities. They stay with the rural people, especially the disadvantaged and learn about their habits, culture, livelihoods, the hardships and the constraints faced by them. During this programme an attempt is made to challenge the perception and attitude of the students on the poor, poverty and rural management.

The second phase consists of application of such techniques like Participatory Rural Appraisal methods and the students go deep down into the various issues. The availability of natural resources, their utilisation pattern, the geographic as well as historic constructs, the dynamics of the village society, the power relationship, the caste hierarchy and the different village institutions are studied by the students.

MANAGEMENT TRAINEESHIP PROGRAMME

The eight-week Management Traineeship Programme provides students with a practical work experience and learning opportunity. It strives to equip the students with more effective techniques, better decision making abilities, instil in them the vigour of approach to productivity, excellence, innovation and at the same time broaden the horizons to keep pace with time. It exposes the students to both opportunities and setbacks of real life application of management concepts, and helps the students to develop innovative target-oriented solutions to the major issues faced by the organisation and address strategy formulation as well as operational and functional problems.

This also provides a platform for better interaction between the XIMB faculty and the organisations. The faculty get feed back, which helps them sharpen the focus of teaching material and case studies.

The Methodology of Instruction and Evaluation System of the Institute may be referred on page no.11.

CORE COURSES	
<ul style="list-style-type: none"> • Communication I & II • Societal Analysis & Development Alternatives • Social Research Methods • Natural Resources Management • Individual in Organisation • Groups in Organisation • Human Resources Management • Financial Accounting • Cost & Management Accounting • Financial Management • Rural Financial Services • Rural Development Administration • Rural Production & Livelihood Systems • Economics for Rural Managers 	<ul style="list-style-type: none"> • Macro Economic Analysis for Rural Society • Rural Economics • Introduction to Marketing • Rural Marketing and Entrepreneurship • Managerial Computing • Management Information Systems • Quantitative Techniques • Project Management • Production & Operations Management in Rural Enterprises • Development Ethics • Cooperative Management

ELECTIVE COURSES	
<ul style="list-style-type: none"> • Watershed Management • Public Systems Management • Disaster Management • Rehabilitation & Resettlement • Organisational Design & Development • Micro Finance Management I & II • Rural Marketing Research • Social Marketing • Rural Advertising • Geographic Information System • Advanced Methods of Data Analysis • Advanced Project Management • Micro Planning 	<ul style="list-style-type: none"> • Techniques in Participatory Research Methods • Farm Management • Agricultural Marketing & Price Analysis • Agricultural Input Marketing • Procurement Management in Agri Business • Sales & Distribution Management • Community Organisation & Sustainable Development • Primary Health Care Management • Community Health Care Management • Gender Development & Planning • Training & Development

ACADEMIC CALENDAR

The academic year consists of three terms each of approximately three months' duration. The first term extends from July to September, the second from October to December, and the third from January to March.

The full-time residential programme involves an average of 14 class sessions a week, each of 90 minutes duration. The student's workload, including class sessions, required readings, term papers, project work and field visits, is expected to be not less than 70 hours per week.

DIPLOMA

The Institute awards Post-Graduate Diploma in Rural Management to the students who successfully complete their course work and field work, equivalent to 120 credits and fulfil the prescribed academic standards.

EXPENSES

Details	INSTALMENT					
	I Rs	II Rs	III Rs	IV Rs	V Rs	VI Rs
Tuition Fee	10500	10500	10500	11000	11000	11000
Library	2800	2800	2800	3000	3000	3000
I T Services	2800	2800	2800	3000	3000	3000
Establishment	2200	2200	2200	2500	2500	2500
Infrastructure	1000	1000	1000	1000	1000	1000
Field Exposure	2200	2200		2500	2500	
Library Caution (refundable)	1000					
Mgmt. Traineeship Programme(MTP)			5000			
Placement				3000	2000	
Diploma & Convocation					1000	
Alumni Association						1000
TOTAL	22500	21500	24300	26000	26000	21500

HOSTEL EXPENSES

	1st year	2nd year
Double seated room per student (rent per term)	2200	2500
Board per month (approximately)		1200
Mess deposit (refundable)		1000
Hostel caution deposit (refundable)		1000
<i>These estimates do not include expenses on travel, clothing, laundry, and other personal items.</i>		

MODE OF PAYMENT

The first instalment of the fees is payable along with the acceptance of the offer of admission. All fees are to be paid in cash or by Demand Draft drawn in favour of XAVIER INSTITUTE OF MANAGEMENT, BHUBANESWAR, and drawn on the State Bank of India, RRL branch, Bhubaneswar. Cheques will not be accepted. Instalments II, III, IV, V & VI are to be paid just before the registration for the respective terms.

ADMISSION PROCEDURE – ExPGP (PART TIME)

Eligibility

The minimum requirements for admission to the Three Year Part Time PGDM programme are:

- a. A three year Bachelor's/Master's Degree from a recognised university in any discipline with not less than 50% marks in aggregate.
- b. At least five years of experience in executive capacity in an organisation of repute in the public, private or non-governmental sector.
- c. Should be born before 01.07.1976.
- d. Permission from the employer for pursuing higher education.

The Application form and the Institute bulletin can be obtained from the Admissions Office by sending a non-refundable crossed demand draft for **Rs.800/-** made out in favour of XAVIER INSTITUTE OF MANAGEMENT, BHUBANESWAR, and drawn on the State Bank of India, RRL branch, Bhubaneswar, (Code: 7499). Local applicants may pay in cash. The last date for receiving requests for Application forms is 30th November 2001.

Registration

The duly completed application form should reach the *Admissions Office, Xavier Institute of Management, Bhubaneswar 751 013*. The last date for receiving the completed application form is 15th December 2001. Local applicants may submit the application at the counter.

Selection

The eligible candidates will be called for Group Discussion and interviews at Bhubaneswar, Chennai, Delhi or Mumbai. Screening for interviews will be based on a candidate's past academic performance and relevant work experience. Candidates will have to meet their own travel expenses. Selected candidates will be informed by mail before 30th April 2002.

Admission

The candidates who are selected for admission to the Three Year Post-Graduate Programme will have to indicate their acceptance in writing by paying the first instalment of the fees as stipulated in the letter of admission. Otherwise, it will be assumed that the candidate does not want to avail the offer of admission, and the offer will stand cancelled. If an admitted candidate, after paying the fee, notifies the Admissions Office by a specified date that he or she wishes to withdraw, the fee will be refunded, less a retention fee of Rs. 5000/-. After an admitted candidate has registered in the Dean's Office no fees collected are refundable. This applies to dismissals as well as withdrawals, voluntary or otherwise, from the Institute.

The Programme will begin in the first week of July 2002. At this time the students will be given a Manual of Policies and Regulations which will be binding on them.

ACADEMIC SYSTEM - ExPGP

PROGRAMME DESIGN

The Programme syllabus is organised over nine terms. The syllabus consists of 40 courses including 25 core and 15 elective courses of 3 credits each, totalling to 120 credits.

The 25 core courses are offered during the first two years with four courses every term (with the exception of five courses in Term-I). All the core courses are 3-credit courses equivalent to 30 contact hours each.

A course is scheduled in 15 sessions of two hours each to meet the requirements of 30 contact hours. In the third year 15 electives of total 45 credits are to be completed. Ordinarily five electives of 15 credits are to be completed during each term of the third year. Some of the electives are 1.5 credits where so specified. Such electives are accordingly scheduled in 15 sessions of 60 minutes each.

In order to give requisite spread over to each course, the courses are scheduled over 13 days of contact sessions. The end-term examinations will be conducted when the participants return for the next on-campus stay (OCS).

ELECTIVES

Every year the list of elective courses to be offered is announced by the areas. In an effort to continually update the syllabus as also keeping with the faculty interests, elective courses can be added and /or deleted from the list of elective courses.

ACADEMIC CALENDAR

The Programme is spread over nine On Campus Stays (OCSs) in all and the Syllabus is also organised in nine terms. The duration of each OCS is 15 days. In the third year (starting from 7th OCS) the participants will spend extra 2 days every time on the Campus so as to accommodate scheduling of enough number of electives to choose their five electives every term.

Each term courses for the ExPGP class will be spread over 2 OCSs. This will imply that classroom sessions will be scheduled in 13 days and the end-term examinations will be scheduled in the next OCS. The interval between the two OCSs will generally be around 10 weeks. Such a scheduling of the courses will provide the requisite spread-over to enable the participants to better absorb the courses.

The participants of ExPGP-I class 2002-2005 immediately after the completion of the 2-day orientation programme will attend Term-I courses during the next 13 days to complete the required 15 sessions of every course. Term-II courses will begin on the commencement of the next OCS-II, followed by the end-term examinations of Term-I courses on the 4th and 5th days. Term-II courses will continue thereafter during the same OCS-II and again the participants will complete 15 sessions of each of the courses. The end-term examinations of Term-II courses will be completed on the 4th and 5th days of OCS-III. Such a cycle of each term courses will be repeated during the subsequent OCSs.

The academic calendar specifies the dates of on-campus stays during the academic year and is sent to the participants in advance along with the admission offer letter so that they can plan their leave accordingly for the academic year.

LEARNING METHODOLOGY

The main objective of this programme is to assist the participants in developing those qualities and internalising those values, which make for effective management of organisations. As this involves more than mechanical learning of specific theories and tools, different learning methods are used, appropriate to the contents of the course and skills to be developed. Cases, simulated games, group discussions, small group seminars, and laboratory exercises are some of them. The participants do projects almost in every course, mostly in their own organisations to develop an appreciation of application of class room learning in real life situations. The participant's attendance and participation in class are essential. While class room interaction aims at developing a wide knowledge base, the participant is encouraged to analyse, anticipate, innovate and otherwise prepare himself/herself for a challenging professional career.

The Institute's academic evaluation system may be referred on page no.11.

DIPLOMA

The Institute awards the *Three Year Post-Graduate Diploma in Management* to participants who have successfully completed course work equivalent to 120 credits, and fulfilled the academic standards. The diploma is awarded at the Annual Convocation, which is usually held in April. The PGDM of this Institute is approved by the AICTE, Government of India, as per their Norms and Standards for MBA Degree.

AWARD

"Best Student" medal will be awarded to the participant who is so adjudged by the Faculty Council on consideration of best performance without any supplementary examinations; with timely submission of assignments and completion of the Programme, required attendance, good conduct, etc. Medals are awarded at the Annual Convocation.

EXPENSES

Details	INSTALMENT								
	I Rs	II Rs	III Rs	IV Rs	V Rs	VI Rs	VII Rs	VIII Rs	IX Rs
Tuition fee	13000	13000	13000	14000	14000	14000	15000	15000	15000
Library	1600	1600	1600	1700	1700	1700	1800	1800	1800
Computer	1300	1300	1300	1400	1400	1400	1500	1500	1500
MDC Board & Lodge	8000	8000	8000	9000	9000	9000	10000	10000	10000
Library Caution (Refundable)	1000								
Diploma & Convocation									1000
Alumni Association									2000
Infrastructure	800	800	800	900	900	900	1000	1000	1000
Total	25700	24700	24700	27000	27000	27000	29300	29300	32300

MODE OF PAYMENT

The first instalment of the fees is payable along with the acceptance of the offer of admission. After that, the fees are to be paid in dates specified in the academic calendar. Sponsored candidates must make arrangements so that the sponsoring organisation pays the fees in three annual instalments. All fees are to be paid by cash or demand draft made out in favour of Xavier Institute of Management, Bhubaneswar, and drawn on the State Bank of India, RRL branch, Bhubaneswar.

LIST OF COURSES – PGP & ExPGP

CORE COURSES		
ECONOMICS * Economic Analysis-I * Economic Analysis-II * Economic Environment of Business * Business Policy	GENERAL MANAGEMENT * Communication * Social Research Methods * Business Ethics * Business Law	ORGANISATIONAL BEHAVIOUR * Individual in Organisation * Groups in Organisation * Organisational Structure & Design
HUMAN RESOURCES MGMT. AND INDUSTRIAL RELATIONS * Human Resource Management * Industrial Relations	ACCOUNTING AND FINANCE * Basic Financial Accounting * Cost & Management Accounting * Financial Management-I * Financial Management-II	OPERATIONS MANAGEMENT AND DECISION SCIENCES * Quantitative Methods-I * Quantitative Methods-II * Production & Operations Management-I * Production & Operations Management-II
INFORMATION SYSTEMS * Managerial Computing * Management Information Systems	MARKETING * Marketing-I * Marketing-II	

ELECTIVE COURSES		
ECONOMICS BEHAVIOUR * Application of Econometric Methods in Business Forecasting	GENERAL MANAGEMENT * Oral Communication * Corporate Planning * Advanced Business Communication * International Business Ethics * Advanced Methods for Data Analysis * Governance & Globalisation * Quest for Unbounded Effectiveness with Systems Thinking * Management Control & Reporting Systems	ORGANISATIONAL * Advanced OB * Organisational Change & Development * Transactional Analysis * Neuro-Linguistic Programming * Emotional Intelligence * Psychometric Testing

HUMAN RESOURCES MGMT. AND INDUSTRIAL RELATIONS	ACCOUNTING AND FINANCE	OPERATIONS MANAGEMENT AND DECISION SCIENCES
<ul style="list-style-type: none"> * Labour Laws * Training & Development * Performance Management * Human Resource Planning * Work Study, Job Design & Evaluation * Management of Compensation * Grievance & Discipline Mgmt. * Compensation & Reward Mgmt. * Industrial Relations Laws * Human Resource Information Systems * Collective Bargaining * Staff Testing & Recruitment Selection * Human Relations Laboratory * Evaluating HR 	<ul style="list-style-type: none"> * Merger & Acquisition * Options, Futures & Swaps * Financial Engineering * Applied Finance * Corporate Taxation * Commercial Banking * Practices of Finance * Security Analysis & Portfolio Management * Project Appraisal * Financial Markets & Services * Financial Structuring * Financial Innovations & Risk Management * Strategic Management Accounting * Infrastructure Finance 	<ul style="list-style-type: none"> * Total Quality Management * Project Management * Business Process Reengineering * Supply Chain Management * Special Topics in Operations Research * Materials Management * Technology Management * Enterprise Resource Planning Systems * Production Planning & Control * Advanced Operations Research * Computer Integrated Mfg. * Simulation * Customer Synchronised Mfg. Resource Planning Systems * Technology Strategies
INFORMATION SYSTEMS	MARKETING	
<ul style="list-style-type: none"> * Structured & Object Oriented Programming * Database Management Systems * System Analysis & Design * Network Management & Internet Technology * Operating Systems & Unix * Advanced DBMS * Programming Languages & Paradigms * E-Commerce * Data Structure & Algorithm * Corporate Information Systems 	<ul style="list-style-type: none"> * Distribution & Logistics Mgmt. * Sales & Sales Force Mgmt. * Brand Management * Product & Category Management * Advertising Management * International Marketing * Business to Business Marketing * Service Marketing * Market Research * Consumer Behaviour * Special Topics in Marketing * Managing Retailing 	

PLACEMENT - PGP

The Placement Office assists students in planning their career and facilitates their entry into jobs, which match their interest. It serves as a channel of communication between students and organisations to recruit students on campus. The Institute's alumni hold senior positions in India & abroad. The Placement Week commences in the month of January and within a week all students get lucrative offers. The Institute had one of its best placements in 2001 when all students were picked up by 34 companies in just two days time.

Companies which have participated in our placement programme in the last three years		
ACC AES Ashima Syntex AV Birla Balmer & Lawrie Berger Paints Besser BFL Software Birla Management Corporation BK Birla Britannia Industries Ltd. Business Consultancy Group Cambridge Technology Partners Career Launcher CavinKare Chaitra Leo Burnett Compaq CRISIL Dabur First Global GE Countrywide GE India GE SBI Caps Global Trust Bank Godrej & Boyce	Godrej Soaps HDFC Henkel Spic Hindustan Lever ICICI Bank ICICI Caps ICICI PFS Ltd ICI India Ltd IFCI IMRB Infosys IRIS JK Tyres KLM Royal Dutch Airlines KPMG LMW L&TIT Mafoi MARG Marico Industries Ltd McKinsey Knowledge Centre Murugappa Group Onida Paharpur Cooling Towers Patni Computers	Pidilite Polaris Price Waterhouse Coopers Reliance Industries Ltd. Satyam Computer Satyam Infoway Sonata Software Spencers Tata Administrative Services Tata Consultancy Services Tata Interactive Systems TELCO Titan Industries Trigent TVS Electronics TVS Suzuki Ubest Usha Martin UTI Bank Vardhaman Wipro e-Peripherals Wipro Infotech Wipro Systems

Placement Statistics

	1999	2000	2001		1999	2000	2001
Number of students to be placed:	112	114	121	Highest salary offered (lakhs p.a.):	(Rs)10	\$0.75	(Rs)6.5
Number of students placed:	112	114	121	Average salary offered (Rs. lakhs p.a.):	2.4	3.9	4.6

PLACEMENT – PGPRM

Through the placement office XIMB seeks to ensure that its graduates are offered competitive remuneration. The potential employers of our past PGPRM graduates include Cooperatives, NGOs, Government Development Agencies, Corporate Houses engaged in rural development and National and International Donor Agencies promoting rural development.

Organisations participated in our previous (PGPRM) placement programmes	
<ul style="list-style-type: none"> * ACTION AID * ACTION FOR FOOD PRODUCTION (AFPRO) * AGRICULTURAL FINANCE CORPORATION (AFCL) * AGA KHAN RURAL SUPPORT PROGRAMME * AMUL * ATMA CONSULTANCY * BASIX * CARE * CATHOLIC RELIEF SERVICES (CRS) * CPSW * DEIS PUNE * DEVELOPMENT ALTERNATIVES * DEVELOPMENT OF HUMANE ACTION (DHAN) FOUNDATION * EID PARRY * GRAM VIKAS * GRASS ROOT ACTION FOR SOCIAL PARTICIPATION (GRASP) * HINDUSTAN LATEX LIMITED * IFFCO * INDIAN MARKET RESEARCH BUREAU (IMRB) * INTERNATIONAL DEVELOPMENT ENTERPRISE, INDIA 	<ul style="list-style-type: none"> * LINTAS ADVERTISING * MARKETING RESEARCH TEAM (MART) * MYRADA * NAGARJUNA FERTILISERS & CHEMICALS LIMITED * NATIONAL TREE GROWERS' COOPERATIVE FEDERATION (NTGCF) * OGLIVY & MATHER (O&M) * ORG MARG * ORISSA RURAL MARKETING ASSOCIATION * PRIA * PROFESSIONAL ASSISTANCE FOR DEVELOPMENT ACTION (PRADAN) * RASTRIYA GRAMIN VIKASH NIDHI * RASTRIYA MAHILA KOSH * RUCHI * SEVA MANDIR * TARU LEADING EDGE * TATA CONSULTANCY SERVICES * TSRDS * WOCKHARDT * WORLD VISION * XIM CONSULTANCY WING * ZURAI INDUSTRIES LIMITED

INFRASTRUCTURE FACILITIES

LIBRARY

A bookworm's paradise, the XIM Library offers students an excellent selection of books and magazines on management as well as other subjects. The back numbers of the leading management journals, Indian as well as International are also available. Corporate and economic information is made available through a collection of company annual reports, Government reports and various databases on the Indian economy. Management-related audio and videocassettes are available for faculty/student use. The Library Information is already computerised which allows the users to retrieve information online through Campus Network.

A CD workstation has been installed and attached with the LAN. The library subscribes to the corporate database from CMIE, which covers detailed information on around 6000 companies along with industry studies, technicals and a comprehensive querying facility; database of journals for Business Management and Social Sciences from EBSCO publishing, which is available on internet as well as CDs, covering 2200 journals in full text and 2800 in abstracts. The Indian Business Insight Database (IBID) gives and consolidates vital information on Indian Business and Industry.

- 25000 Books
- 200 Journals
- 100 In-house Journals
- 2200 Back volume Journals
- 400 Company Annual Reports
- 250 Video Cassettes on Mgmt.
- Database from CMIE, EBSCO, IBID

COMPUTING FACILITIES

The Information Technology infrastructure is a significant factor in providing quality management education. Computer Resources Centre provides IT resources to students, faculty and staff.

The Institute provides PC workstations to all faculty, students and staff. This includes a PC for each PGP student in the hostel room. In addition, there is a Computer Centre with about 50 workstations. All the computers are connected to the Campus LAN that is supported by a Fibre Optic backbone.

- Servers based on NT, NETWARE, LINUX
- 400 PCs
- 30 Software Packages
- 24 hour Internet Access
- One PC in each hostel room
- Campus LAN connecting all PCs

The CRC has built an impressive library of software packages useful for management education and IT specialisation. These include Compilers, Office Productivity softwares, Data Base, Statistics, and Operations Research, Graphics etc. Last year, the CRC has implemented many applications in the Institute. These include Academic Information System, Alumni Information System, and Project based Accounts System. We have a vibrant Intranet where all members of the XIM-B community contribute. The Intranet showcases our zeal and desire to IT enable all our functions.

The communication and information related services over the network are growing. These include Internet related services such as Web and the email, Library database such as, IBID, EBSCO and corporate database from CMIE. We are planning to acquire a midrange server along with ERP software.

CLASS ROOM COMPLEX

The class room complex includes lecture halls, syndicate rooms, multimedia hall, and executive classroom. The classrooms are equipped with educational audio/video equipments, computers with large monitors, LCD projectors, Network connections, and are air-conditioned for providing a conducive environment. While most classes are held in the lecture halls, some prefer the lawn adjacent to the class room complex for the education with a difference.

- 2 Air conditioned amphitheatres
- 3 Air conditioned lecture halls
- 8 Syndicate rooms
- 1 Multimedia hall
- 1 Executive classroom

HOSTEL

With the classes spread-over, group assignments and a system of regular evaluation and monitoring of students' performance, students are encouraged to live on campus. There is a 192 room hostel for men. The ladies' hostel has 48 single rooms and 12 double rooms and 36 double rooms for PGPRM students. Each room has a Network point with access to the campus resources and the Internet. With the installation of laser printer and xerox machine, round the clock printing and copying facilities are available to the students. The Mess is managed by a students' committee and serves both vegetarian and non-vegetarian meals. An online cafe provides variety of fast food to students who work till late in the night. The hostel also houses the Multi-Purpose Hall, the COOP, the Book Club, and two STD booths. Several washing machines have also been installed for the use of students.

The Executive hostel has 48 single rooms (bath attached and furnished) and a mess managed and run by the Institute.

OTHER INSTITUTE ACTIVITIES

MANAGEMENT DEVELOPMENT PROGRAMMES (MDPs)

The Institute offers short-duration MDPs, designed to provide state-of-the-art training to update the knowledge of managers whose formal education was completed some years ago. The MDPs encompass such areas as Organisation Management, Production, Finance, Marketing, HRD and Rural Management with the focus on the synergy between the participant's personal growth and the organisation's development.

IN-COMPANY TRAINING PROGRAMMES

The Institute conducts in-company training programmes based on the specific requirements of individual organisations. These programmes are either held on campus or at a place chosen by the client organisation. Requests for such programmes have been received from departments of central and state governments and large public and private sector organisations, such as Sakthi Sugars Ltd., J.K. Corporation, IMFA, FCI, Infosys Technologies, OHPC, GRIDCO, UBEST, IDCOL, EIL, Satyam Computer Services Ltd., Orissa Cement Ltd., and Ministry of Home Affairs (Govt. of India).

CENTRE FOR DEVELOPMENT RESEARCH & TRAINING (CENDERET)

CENDERET has come into existence 13 years ago as an extension wing of XIM and with a vision to empower the rural poor of Orissa both socially and economically. Along the years its vision got more and more focussed and a number of goals crystallised. In pursuing these goals, CENDERET touched almost every facet of rural Orissa and its endeavours culminated in establishing itself as one of the outstanding Regional Resource Centres (RRCs) in Asia. Among its main activities are capacity building of NGOs, PRIs, Government institutions, and other volunteers in social development; action-research studies on rural realities; disaster preparedness and mitigation efforts in the wake of natural calamities; natural resource management with community participation; micro-credit and SHGs promotion amongst the marginalised classes with emphasis on SC, ST and women; women empowerment and facilitation of common action programmes through issue based networks. In order to be closer to the ground realities of rural Orissa, CENDERET has branched out in the field by setting up local Regional Resource Centres in Baripada, Jeypore, Phulbani and Bolangir. A number of national and international donors as well as State and Central Governments draw on its experience and expertise while monitoring, assessing and evaluating projects of their partner NGOs and other organisations in Orissa and neighbouring States.

RESEARCH

Research is an integral part of the Institute's activities. Individual faculty members as well as students are encouraged to work on research projects, which is a vital component of any academic institution. Institute has taken adequate care to enrich the academic environment by providing the requisite support in the form of infrastructure such as, computers to every student and faculty. Round the clock Internet connection is given not only in the administrative building and computer centre, but also in the hostel rooms and faculty residences. Library contains adequate and valuable database, which enables creation of conducive environment to take up research studies. Students are encouraged to take part and make presentations in seminars conducted by other organisations. Participation by faculty members in national and international seminars is also a regular feature in the Institute. The Institute is well known for research carried out by faculty members in certain cutting edge areas in management disciplines, such as, Systems Thinking, Options, Future and Swaps and Islamic Banking, to name a few. Research on several social/developmental issues too, is being carried out in sizeable numbers. The faculty members have several national and international publications to their credit. The Institute looks to industry to provide the funds through the establishment of research chairs in the various areas of management.

CONSULTANCY SERVICES

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

SIMAP CELL

Small Industries Management Assistance Programme (SIMAP) Cell was formed with the objective of bridging the gap between XIM-B and the local enterprises, and in turn to strengthen the existing small enterprises in Orissa. The activities in the cell are coordinated by a faculty member.

The various activities undertaken by the cell include training programmes on management concepts and skills, affordable consultancy services, and market research for small enterprises. Besides, it has published an **Orissa Industrial Directory**. In all its activities it is supported by members of various financial institutions and experienced entrepreneurs of local small enterprises. It has also received a financial corpus for a period of five years from SIDBI (Small Industries Development Bank of India) as a support for conducting the training programmes. The SIMAP Cell has conducted four 14-week SIMAPs (Small Industries Management Programmes), on general management, and fourteen STUPs (Skill-cum-Technology Upgradation Programmes), in the areas like General Management, Quality Certification, Strategic Cost Management, Financial Management, Marketing Management, and Export Management. Presently, the Cell is conducting a six-month Small Industries Management Programme for fresh graduates and employees of small and medium enterprises.

ALUMNI

The Institute is proud of its alumni who carry its spirit of courage, dedication, and excellence in various walks of life. Through their talent, experience, and specialised education, some of them have come to occupy leadership positions in their chosen fields of work. Today they are spread throughout the globe, contributing as professional managers, entrepreneurs, researchers, and other specialists. In a way, our alumni community today stands for what the Institute has achieved ever since it came into being in 1987. Our alumni can be found in many reputed organisations, e.g., ABN Amro, AFF, ANZ Grindlays, Arthur Andersen, Baron, BFL, Birla 3M, Britannia, Citibank, Compaq, Computer Associates, CRISIL, Dabur, DSQ, Eveready, GE India, Godrej-GE, HLL, HSBC, ICICI, ICRA, IDBI, Infosys, JK Tyre, Johnson & Johnson, KPMG, LTITL, Maruti, McKinsey, Microland, Microsoft India, NSE, ORG-Marg, Polaris, PwC, Reliance, Satyam, SBI Caps, Siemens, Sonata, TCS, TELCO, Titan, Trigent, UTI Bank, Volvo India, and Wipro. Some of our alumni have succeeded as entrepreneurs in India and abroad. The Alumni Office makes an effort to establish a meaningful relationship between the Institute and its alumni. It facilitates the organisation of regular events such as Alumni Meets at various locations and Homecoming at Bhubaneswar. It also oversees the publication of an alumni newsletter called X-Post. Currently, much of the communication between the Institute and the alumni takes place over the Internet.

EXTRA-CURRICULAR ACTIVITIES

SEMINAR CLUB

Run by the faculty, this club provides a platform for academicians, researchers, and specialists to discuss concepts and ideas that might shape the management discipline tomorrow. Ideas towards theoretical or empirical work, results of field studies, interesting trends, emerging areas of knowledge, published research, and reviews of published work - these are some of the broad headings under which discussions take place. Recently the club has seen speakers from the Government, management institutes, technological institutes, the fourth estate and foreign universities, apart from XIM faculty. Academicians and researchers from the neighbouring institutions are invited to attend these seminars. The seminar club provides students with an intense exposure to larger social, technological and managerial issues not yet captured in textbooks.

SPORTS

XIM is one of the few campuses, which prepare students for the corporate wars by providing the best sports facilities. The fitness freaks can find solace in working out in the well-equipped gymnasium. Cricket, football, basketball, volleyball, lawn tennis and table tennis are the popular campus sports. We also have an indoor badminton court for the use of students.

X-FIN (FINANCE ASSOCIATION OF XIM STUDENTS)

X-FIN is a students' body engaged in facilitating students to get practical orientation on topical issues in the field of finance. It is a forum for lively interaction between the students, the faculty, and the industry. With the tremendous pace of reforms in the financial sector, having contributed to an explosion in the range of financial services being offered in India, the opportunities for finance professionals have increased manifold. X-FIN endeavours to build the right perspective as a step towards equipping students to gain better insights of how an industry functions. Some of our activities are: Budget Analysis & Discussion, Organising Seminars and Talks by industry experts, Quizzes and Business Games, Paper Presentations etc. X-FIN also has a huge knowledge bank, which is made available to the students through its web site. It keeps the students updated on the latest happenings through its hourly news update on its web site. It also has a complete database of all the happenings in the area of finance.

X-SYS (SYSTEMS ASSOCIATION OF XIM STUDENTS)

Information Technology is the backbone on which management education thrives in our country, and XIM-B is the pioneer of such an education system wherein the Systems curriculum is complemented by a state-of-the-art IT infrastructure (a computer in every hostel room with round-the-clock Internet access). This excellent IT infrastructure enables the student to harness the potential of IT as a strategic tool of management, and develop the required expertise to be the "techno-managers" of tomorrow. X-SYS provides the much-required interface between man and machine by organising regular guest lectures, seminars, workshops, quizzes, management games and Interface, an annual IT show, regarded as one of the best IT shows in this part of the country. X-SYS also acts as the support group for the students and helps them with their Software, Hardware and other networking problems, and arranges for tutorial sessions for the students via its Dronacharya cell.

MAXIM (MARKETING ASSOCIATION OF XIM STUDENTS)

MAXIM complements the marketing curriculum by involving students in stimulating activities. The objective of the association is to add value and enthusiasm to the marketing experience at XIM. It regularly organises marketing and advertising quizzes, debates, and a number of guest lectures, both by professionals and academicians in the field of marketing. Informal forums are conducted weekly in which current issues are discussed. MAXIM has a Marketing Research Cell, which conducts market research for companies. It has a Strategy Cell, which brings out a publication every year and also advises local business houses on Marketing Strategy.

A Rural Marketing Fair is organised annually for the purpose of Rural Market Research. Companies such as HLL, ITC, Tata Tea participate in the fair. In addition MAXIM brings out a pre-placement guide for the students, called the REDBOOK which contains industry analysis and write-ups of companies. On the lighter side two major events on the MAXIM's calendar are ADMAD and MAXBLOCFEST. ADMAD is an advertising competition. Teams formed by the students compete for mind-space on campus. This three-day festival evokes the best creative talents on campus. The MAX BLOCFEST is a series of literary events such as quizzes, debates, JAM, what's-the-good-word and Brand Dumb Charades. The various hostel blocks team up to compete for the running trophy.

XPRESSIONS

Xpressions is an inter collegiate cultural extravaganza held in October every year. The fields of XIM are transformed into a rich anthology of talent. Glitterati from top-notch Business schools descend on campus. There are contests galore, both serious and zany, to suit all palates. Xpressions brings to a wide spectrum of activities like cultural events, arts village, concerts, fashion shows, literary events, panel discussions, paper presentations, IT fair, marketing warfare, financial festival, HR panorama etc., spread out over 5 days. The event brings out the organiser in you. The thrust is on students managing every aspect of the mega event.

SPIC MACAY

The XIMB Chapter of Society for Promotion of Indian Classical Music and Culture Among Youth (SPIC MACAY) is among the most active groups in the campus. The Society comprises of students, faculty, staff and their families. SPIC MACAY aims at introducing the younger generation to richness and diversity of the traditional art, culture and heritage of India. Its present activities range from live performance to workshops, lecture-demonstrations, *baithaks*, Yoga sessions and awareness programmes and presentations in other Institutions.

FACULTY

E. Abraham, SJ

PGD PM&IR (XLRI); PhD (Gujarat)
Organisational Behaviour

Fr Abraham is the Director of the Institute and Professor of Organisational Behaviour. Earlier he was the Director of XLRI, Jamshedpur, and Dean of XIM-B. He also worked as joint Director of the Academy of HRD. He has professional affiliation to a number of organisations at the national and international level. He is on the board of many management institutes and associations including IRMA, XIME, IMM, AIMS and National HRD Network. His areas of interests include Leadership, Institution Building, Organisational Climate, Culture and Change.

Utpal Kumar Bhattacharya

MSc (IIT Kharagpur); PhD (IIT Kharagpur)
Operations Management

Dr Bhattacharya teaches in the Operations Management and Decision Sciences area. His teaching area of interest includes Mathematics, Statistics and Operations Research. He has published several articles on Location Models in different international and national journals of repute. His present research area of interest is Combinatorial Optimisation Problems.

Indranil Chakrabarti

MSc (IIT Bombay); Fellow (IIM Ahmedabad)
Organisational Theory & Systems Thinking

Professor Chakrabarti teaches the core course, Organisation Theory: Structure, Design & Applications, and the elective, Governance & Globalisation. His present research interests are around the broad area of Purposefulness. More information on his current interest can be found in his web home page.

CL George, SJ

MA (Bombay), MA (Marquette, USA)
Economics

Fr George is Dean, Administration and Finance of the Institute. Earlier he worked in XLRI, Jamshedpur, as Dean of administration and finance, and as faculty in the area of Economics. His areas of specialisation include Industrial and Agricultural Economics and Educational Administration.

SP Das

MA, LLB (Sambalpur); DSW (Bangalore)
PhD (Univ. of Antwerp, Belgium)*
Economics & Rural Management

Professor Das is a faculty in the Economics area. He is also associated with the field of Rural Development with government and non-governmental support, including international agencies. He is a recognised trainer in the field of Rural Development, Small and Micro Enterprise Development, Development Planning, and Capacity Building at the national level. He is also operating as a consultant in the fields of Rural Development for national as well as international agencies in India. He teaches core courses in the Economics area.

DP Dash

BTech: Hons (IIT Kharagpur);
PGDM (XIM Bhubaneswar)
PhD (Lincolnshire & Humberside, UK)
General Management

Dr. Dash teaches Business Policy and Corporate Planning. His research interest covers systems and cybernetics, action-oriented research, co-ordination science, and critical thinking. He serves in various international academic forums such as editorial boards, advisory boards, and programme committees. He is currently compiling a special issue of the international journal 'Systems Research and Behavioral Science' on participatory planning and designing.

DV Ramana

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

Dr Ramana is an Associate Professor in the area of Accounting and Finance. His teaching areas are in Financial Accounting, Cost and Management Accounting, and Strategic Management Accounting. His current research is in the areas of applications of activity based costing and trends in the financial reporting. He is currently involved in the Orissa Power Sector Reforms Project and working with the Finance & Accounting Team of the Price Waterhouse Coopers.

Ahalya Hejmadi

MA, MPhil, PhD (Utkal Univ.)
Organisational Behaviour

Dr Hejmadi is an Assistant Professor in the area of Organisational Behaviour. She was in the US on an NIMH Postdoc at the University of Wisconsin, Madison and the University of Pennsylvania. Her areas of interest include individual and group behaviour, teams and counselling. She offers electives on Emotional Intelligence and Psychometric Testing which are her areas of research specialisation.

K Prabakar**

BE: Hons (BITS Pilani); PGDM (XIM-B)
PhD (Penn. State, USA)*
Marketing

Prior to joining XIM-B as a faculty member, Professor Prabakar worked in the corporate sector in the Marketing and Corporate Planning areas. His areas of interest include Business to Business Marketing and Transnational Marketing. He is on the verge of completing his PhD degree in USA.

Sanjeev Kapoor

MSc, PhD (GB Pant Univ.)
Rural Management

A doctorate in Agricultural Economics, Professor Kapoor has ten years of experience in Research and Teaching. Being a teacher and trainer, his areas of academic interest are Agriculture Marketing, Rural Banking and Micro Finance. Presently, he is the Coordinator of Post-Graduate Programme in Rural Management (PGPRM).

Ibha Kumar

MA (Kanpur); PhD (IIT Kanpur)
General Management

Dr Kumar has been teaching the courses Business Communication, Oral Communication, and Advanced Business Communication. She has several years of research/teaching experience and taught in IIT, Kanpur, and other academic institutes prior to joining XIM. She has been conducting training programmes on Communication Skills and Marketing, Public Relations and Courtesy, Managerial Communication, and Business Etiquette. She has publications in national and international journals. Her areas of interest include Intercultural Business Communication, Business Etiquette, and Communication Skills for Marketing Executives.

M. Obaidullah

MBA (Lucknow); PhD (Utkal)
Accounting and Finance

Dr Obaidullah teaches courses in Investments, Financial Services, and Corporate Finance. He has contributed several research papers to many national and international journals. He is on the editorial board of the ICFAI Journal of Applied Finance, and the American Journal of Islamic Finance. He is also an Associate of the Institute of Islamic Banking and Insurance, London. He has just completed a research assignment at International Islamic University, Kuala Lumpur, Malaysia.

Saroj Mahapatra

MA (DU), MA (SU), DSW (CU),
PGDM (NMP/MDI), PhD (Utkal)*

Human Resource Mgmt. & Industrial Relations

Professor Mahapatra joined XIMB after 18 years in Industry dealing with a huge workforce. He brings rich experience at all levels of HRM & IR, having worked his way up from Shop Floor to the Senior Management level. He has been involved in pathbreaking HR strategies for managing transition and turnaround. Prior to his foray into Management, he was teaching Political Science for a year, which gives him a firm footing to correlate environmental dynamics with the art of Management. He offers core courses on IR and electives in other areas of HRM. His research interests lie in the areas of Transition Management.

Banikanta Mishra

MA (Delhi School of Economics)
PhD (Stern School, New York Univ., USA)
Accounting and Finance

Dr Mishra taught at Stern School (New York Univ.), University of Florida, and Emory University in USA. Has been a Visiting Professor at IIM-Calcutta, University of Houston, University of Michigan, and Visiting Scholar at WHU-Germany. Has received Fellowship from Sloan Foundation and Outstanding Paper Award from Financial Management Association, USA. Has been a Consultant to Citibank, New York and has held advisory positions in NSE, IDBI, and ICFAI. Has presented papers in various conferences in India, USA, UK, and Australia and has been in the editorial-board of the ICFAI Journal of Applied Finance.

Prahlad Mishra

MA, PhD (Sambalpur)
Economics & General Management

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

interest is in the areas of Forecasting Methods and Econometric Models in the functional areas of Business Management.

Dipak Misra

BSc: Engg (UCE Burla); ME (REC Rourkela)
Information Systems

Professor Misra is working as Associate Professor in the Information Systems Area since June 2000. Earlier he was associated with XIM as a visiting faculty. He has experience in teaching Structured & Object-Oriented Programming Languages, Data Structures, Design and Analysis of Algorithms, UNIX Operating Systems & Korn Shell Programming, Networking Concepts & Protocols, UNIX Networking & Berkeley Sockets Programming, and OOAD & Software Engineering. His current interests are in the area of Management and Control of Congestion in Broadband-ISDN/ATM networks.

SB Mohanty

PGDM (IIM Calcutta)
Marketing

Professor Mohanty joined the Institute after thirty years of experience in industry, a major part of which was spent in one of India's biggest MNCs. His industry exposure covered almost all elements of the Marketing mix - sales management, product management, advertising and sales promotion, and marketing strategy. He held positions of Branch Manager, Senior Product Manager, General Manager, Vice President, and Executive Director. His areas of interest are Services Marketing and Product Management.

Jaydeep Mukherjee

BSc (St Stephens), PGDM (IIM Calcutta)
Marketing

Prior to joining XIM-B, Professor Mukherjee worked in leading consumer products companies in India. His industry experience has been in the areas of Sales Management & Product Management. During his corporate stint, he has also been involved in developing and conducting the in-company Sales Force Effectiveness and Training Programmes. He offers courses like Sales & Distribution Management, and Business-to-Business Marketing.

Gopal Krishna Nayak

BTech (IIT Kharagpur); PGDM (IIM B'lore)
PhD (IIT Kharagpur)
Information Systems

Professor GK Nayak is currently the Dean of the Institute. He has been instrumental in the establishment of IT infrastructure in the XIM campus. He has taught courses in areas of Information Systems, Quantitative Methods and Operations Management. His research interests are in E-Commerce Technologies and Flexible Manufacturing Systems.

Bibhu Prasan Patra

MA (Utkal), MPhil (NEHU, Shillong)
PhD (IIT Kanpur)
General Management

Dr Patra is in the General Management Area. Currently he is teaching Business Ethics and Ethics of International Business to the students. His present research interest is in the area of Practical Ethics. Besides Business Ethics, he has widely worked on Bio-Medical Ethics, Development Ethics and Environmental Ethics. He has published a book entitled *An Introduction to Scientific Method*. Dr Patra has presented many papers in the national forum.

Snigdha Pattnaik

PGDIR&W (XLRI, Jamshedpur)
PhD (Utkal Univ.)*
Human Resource Management

Prior to getting into academics, Ms Pattnaik worked in the corporate sector for two years. She teaches courses in human resource management, recruitment and selection, performance appraisal, and training and development. She has been conducting Management Development Programmes for organisations across the country in various areas related to human resource management and managerial excellence. Her research interest is in the area of Performance Management, mainly in the evolution and designing of appraisal systems, and the problems organisations face in the implementation of such systems.

DN Rao

BE Civil (Osmania); PGDM (IIM Calcutta)
Rural Management & Marketing

Professor Rao teaches courses in Social Research, Market Research, Rural Marketing, and Small Enterprise Development. He is a British Chevening Scholar; and Coordinator of a Higher Education research link with University of Wales, UK, supported by British Government. He has considerable experience in social research, rural marketing, and small enterprise development, and has been conducting training programmes and research programmes in the areas of micro finance, rural marketing, service quality evaluation in health services. His current research interests lie in exploring the scope of rural haat markets, evaluating the impact of enterprise support services on the success of small enterprises.

Latha Ravindran

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

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

S Govindrajan

PGDM (IIM Ahmedabad)
Marketing

Professor Govindrajan has about 6 years of industry experience. He has been teaching in the Institute since 1989. His teaching interests include Brand Management and Distribution Management. He is also the Coordinator of the Consulting Wing and is looking after the Consulting Assignments undertaken by XIM.

Manaswee Kumar Samal

MCom (Utkal Univ.), ACA (ICAI)

PhD (Utkal Univ.)*

Accounting and Finance

Professor Samal practised as a Chartered Accountant for over three and half years before joining XIM. During this period he also acted as visiting faculty to Utkal University for MCom and MFC courses, I.C.A.I. Bhubaneswar branch and also many management institutes. He teaches Corporate Taxation, Cost and Management Accounting, Business Law, Financial Accounting, Disclosure and Corporate Accounting Practices. His research interest is in the area of Accounting and Reporting Practices.

Kaushik Sahu

BSc: Engg (UCE Burla); MTech (REC Rourkela)

PhD (Univ. of Massachusetts, USA)

Operations Management

His current research interest is in the area of Design for Supply Chain Management, which is an extension of his earlier interest in the areas of Computer Aided Engineering, Knowledge-Based Systems in Design and Manufacturing, Design Automation, Manufacturing Automation Management and Total Quality Management. Has published several papers in International Journals and Proceedings. Co-authored a chapter in a book on *Advances in Feature Based Manufacturing*. In addition to teaching various regular and short-term courses, he is currently the Chief Coordinator of the "Computer Aided Product and Process Development Lab". He is also pursuing his interest of setting up a "Customer Synchronised Manufacturing Resource Planning Cell" at XIM.

Sudhanshu Sekhar Singh

PGDRD (XISS Ranchi)

Dep. in Sustainable Management

(Univ. of Birmingham)

Rural Management

Professor Singh teaches courses like Development Administration, Project Management, and Micro-level Planning. He is actively involved in several social action research projects sponsored by national and international agencies. His current research interests are in the block and district level micro-plans.

MN Tripathi

BSc: Engg (REC Rourkela)

PGDM (IIM Ahmedabad)

Marketing

Prior to joining XIM-B, Professor Tripathi was in the Corporate Sector for 23 years in leading companies, largely in the Sales and Marketing function. For the last 6 years he was the chief of Sales and Marketing in various organisations both MNCs and Indian houses. He offers elective courses Advertising and Consumer Behaviour, apart from core courses in the Marketing area.

WS William

BTech: Hons, MTech (IIT Kharagpur)

PhD (IIT Kharagpur)*

Operations Management

Professor William is associated with Operations Management and Decision Sciences area. He teaches Business Process Reengineering, Project Management and Production & Operations Management. He is also actively involved in corporate training and consulting. Some of his consulting assignment includes companies like CEAT TYRES, FLENDER MCNEILL GEARS, SPECIAL STEELS, ITC, TRANSPORT CORPORATION OF INDIA, DR REDDY'S LAB, and DANTB. His current area of research interest is Service Operations Management and Business Process Reengineering.

* Work in progress

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