



# XLRI

Xavier School of Management

For the greater good



# ADMISSION PROSPECTUS 2018





# CONTENTS

**02**

From the  
Director's Desk

**03**

Vision & Mission

**04**

Genesis of XLRI

**06**

Campus  
Infrastructure

**12**

Programmes  
Offered

**40**

Campus  
Life at XLRI



Published by : The Admissions Office XLRI, C H Area (East), Jamshedpur – 831 001

Phone : 0657 665 3203/04/05 | Fax : 0657 665 3200/2227814 | [www.xlri.ac.in/www.xlri.edu](http://www.xlri.ac.in/www.xlri.edu)

Should it be deemed necessary in the interest of the student, and/or of the Institute and/or of the profession, the Institute reserves the right to change any information and regulation pertaining to the calendar, curricula and fees as described in the prospectus at any time without prior notice. **The prospectus may also be downloaded from: [www.xlri.ac.in/eprospectus](http://www.xlri.ac.in/eprospectus)**

**42**

**Student Activities  
& Societies on  
Campus**



**46**

**Alumni  
Relations**



**53**

**XLRI  
Administration**



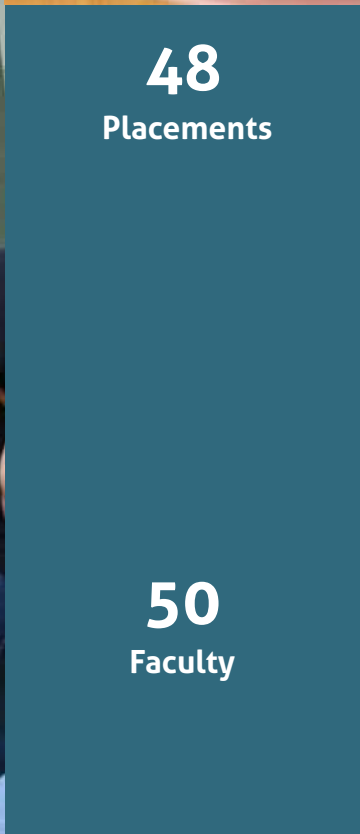
**54**

**Centres of  
Excellence at  
XLRI**



**48**

**Placements**



**50**

**Faculty**

**56**

**Board of  
Governors**







## FROM THE DIRECTOR'S DESK

I am delighted to introduce you to XLRI and welcome you to this esteemed institution.

XLRI was established in 1949, soon after the independence of India and joined in spirit and action the selfless patriots and great leaders of India in building the nation. It focused on training people who can shape the destiny of India with competence and dedication. XLRI continues to have the same vision – to train leaders who will excel in competence, personal values and social concern.

Today leaders have to be dynamic achievers, ethically sound and service oriented. There is no place for mediocrity and ambiguity. The corporate sector has become pan-world. We have to view the larger picture. 'Excellence' should be a way of life in whatever we do.

'Excellence and Integrity' is the motto of XLRI, derived from the principle of Magis – ever greater, ever better, excellence. We try to translate excellence through academic excellence, value excellence and social excellence. This means we are not only concentrating on knowledge development, but also on personal, spiritual and social development. This is the integral formation we offer to students. Our focus is to transform them into 'change agents' who will bring about a significant change in the lives of the poor and the marginalised. Our emphasis is to mould them into corporate leaders who will not just make a difference to the organisation that will recruit them, but will fulfill all their duties towards

corporate social responsibility. It is here that good management education can accomplish so much. This is our pledge.

XLRI tries to meet the needs of various segments of people by offering a variety of programmes. Besides our flagship two-year Postgraduate Programmes in Business Management and Human Resource Management, we offer full-time, one-year General Management Programme for executives, three-year, part-time programme in Business Management in Jamshedpur, and one-year, part-time VIL programmes.

I welcome you to Jamshedpur, the first planned city of India, the cleanest and most hospitable city. Jamshedpur offers excellent sports and recreational facilities, and a sylvan environment.

You will get ample opportunity to interact with national and international leaders from every walk of life and learn the problems and prospects ahead of you and available to you. These interactions combined with your classroom inputs will help you to opt for a career you dream of.

I welcome you to join the nation builders to build a nation which can lead the world intellectually, emotionally and spiritually.

Fr. E. Abraham, S.J.



# VISION

To be an institution of excellence nurturing responsible global leaders for the greater common good and a sustainable future



# MISSION

- To disseminate knowledge in management through a portfolio of educational programs and publications
- To extend frontiers of knowledge through relevant and contextual research
- To nurture responsive ethical leaders sensitive to environment and society
- To encourage critical thinking and continuous improvement
- To inculcate a culture of innovation and entrepreneurship



# VALUES

Inspired by the Jesuit spirit of "Magis", XLRI will be guided by the following values:

- Ethical Conduct
- Integrity and Trust
- Passion for Excellence
- Sensitive Social Conscience
- Inclusiveness and Tolerance
- Creativity and Innovation
- Global Mindset

# The Genesis and Journey over 60 Years

*XLRI was founded in 1949 by Fr Quinn Enright, SJ, in the Steel City, Jamshedpur, soon after Independence. The country was undergoing a political, economic and social transformation. Fr Enright visualised XLRI to be a partner in this liberation and development journey. His vision was to renew the face of the earth through XLRI.*

Together with Fr Bill Tome, Fr Edward McGrath and other Jesuit companions, he worked tirelessly towards translating this vision into reality.

The Jesuit Society has been guiding the activities and affairs of the institute since 1949. The forces that made it possible for XLRI to realise the vision were (1) Commitment to magis – to strive for better, to excel; (2) Conviction through discernment – a decision making process which is not self-centered but God-centered and (3) Courageous execution of the decisions because it was God's work. The hallmark of this culture is, not to walk on the beaten path, but to strike new routes; not to benchmark, but to be benchmarked; to be second to none, but to be the first to respond to the needs of the people and the nation. It is this enterprising and pioneering spirit that sets XLRI apart from other management schools. XLRI has always had a global outlook. It was the first to internationalise its programmes. Renowned personalities have been a part of the institute quo for meaning and wisdom in life; (b) Values – imbibe and stand for ethical and social values, even in the midst of squalor, corruption, opposition and above

all human loneliness and (c) Social concern for people – to be at the service of the needy. Integrity should permeate all the three aspects, one's thoughts, feelings and actions.

as leaders and teachers. The Board of Governors comprises distinguished industrialists, academicians and members of the Jamshedpur Jesuit Society. Keeping true to its vision, XLRI strives to offer an education which is not just leading to a degree, but one that inspires students to respond to the unmet needs of the society. The single-most characteristic that sets apart XLRI students, is magis – the zeal to do better, never to be satisfied with being a mediocre and aspire to excel. He/ she relentlessly strives for more, for something greater and better. Instead of wishing circumstances to change and be different, magis-driven persons either make them different or make most of them. Instead of waiting for golden opportunities to come along, they turn all that is in hand into gold. Magis should be reflected in every Xlri in three areas (a) Academic excellence – learning not for grades but for knowledge and wisdom. A genuine thirst for knowledge,

questioning the status During the initial years of its growth, XLRI developed and organised several management courses for trade unions. In 1953, a two-year, day programme in Industrial Relations and Welfare was started which has been re-christened to Human Resource Management. Since then, XLRI has added many more academic programmes and has expanded its infrastructure to meet the growing demand. A three-year, evening programme in Business Management was started in 1965, while the two-year, full-time programme in Business Management was launched in 1968. In responding to the demand of the corporate and public sector, a one-year General Management Programme for working executives was launched in 1997. To disseminate quality management education to executives working in different cities, the Virtual Interactive Learning (VIL) arm of XLRI offers a portfolio of 12-month consolidated programmes in different functional areas of management. A Postgraduate Certificate in Business Management was started in 2002 and Postgraduate Certificate in Human Resource Management in 2003.



*Keeping true to its vision, XLRI strives to offer an education which is not just leading to a degree, but one that inspires students to respond to the unmet needs of the society.*



# CAMPUS INFRASTRUCTURE



*The library houses a veritable collection of 66,687 books; 16,806 bound back volumes of print journals (some of them dating back to the days of inception); 170 national and international periodical publications in print; 21 online database; 14,100 PG and Doctoral dissertations; 1,452 CD-ROMs and DVDs; 590 video cassettes; 500 annual reports of companies and more than 5,000 publications of Government and Reserve Bank of India.*





## Sir Jehangir Ghandy Library

Sir Jehangir Ghandy Library came into existence in 1949, soon after the institute was established. It was named after late Sir Jehangir Ghandy, the first Chairman of the Board of Governors of XLRI in February 1972. It is housed in the ground floor of a spacious and centrally air-conditioned building overlooking the administrative block. The library strives to cater to the information needs of faculty, research scholars, PG students and other members of the institute. It is the heart of the institute and holds a wide collection of literature predominantly related to all functional areas of management and its allied subjects. It continuously strives to develop a comprehensive collection with well formulated collection development strategy of print as well as digital resources useful for teaching, research and reference purposes. The library houses a veritable collection of 66,687 books; 16,806 bound back volumes of print journals (some of them dating back to the days of inception); 170 national and international print periodical publications; 21 online database; 14,100 PG and Doctoral dissertations; 1,452 CD-ROMs and DVDs; 590 video cassettes; 500 annual reports of companies and more than 5,000 publications of Government and Reserve Bank of India. The library is fully automated and equipped with the latest technology. RFID tags and tattle tapes have been fixed in all books which facilitate self-check in and check out of books by the users without the assistance of library staff. The Knowledge Portal is one of the unique features of the library that allows access to the entire digital resource by a single click. Library has established a full-fledged Digital Resource Centre with more than 21 online database including journal database like ProQuest (ABI/Inform), EBSCO (Business Source Complete), Emerald Insight, Science Direct, J-Gate, Sage online and JSTOR Archives, covering almost 21,000 full text e-journals; The e-brary portal covers over 5,500 e-books; other industrial database like Bloomberg, ISI-Emerging Markets, CMIE's nine online products, IBID, CRIS, INFAC Indiatat.com and Supreme Court cases on CD-ROM (LAN). Library works for 21 and a half hour every day throughout the year barring the institute holidays. It facilitates specialised information services like, document delivery services; research assistance services; curriculum support; online information services; reference and referral services; documentation service; current press clippings, current contents alerts; bibliographic service; reprographic services and user orientation and education besides its usual services.

## Academic Block

The academic building has air- conditioned lecture halls, an examination hall, computer centre and syndicate rooms, all connected to the campus-wide network.

## Classrooms

There are 12 state-of-the-art classrooms with multimedia presentation support. The seating arrangement is amphitheatre style and each lecture hall has a capacity for 70. These classrooms also support closed-circuit recording and playback of lecture sessions. The four syndicate rooms are multi-purpose areas for other academic exercises. In addition to this the new academic complex is equipped with latest servers and workstations to facilitate the learning process.







## Student Residences

Student residence facilities at XLRI consist of four blocks with more than 400 rooms in all. There are two gents residences (Fr Enright Residence and St Thomas Residence) and two ladies residences (Prof. Acharji Residence and Mother Teresa Residence). The residences are well-equipped with facilities such as phones, water filters, coolers and common rooms. Each hostel building has access points linking to the Local Area Network and the various network resources and services. The institute has excellent residential facilities for the students of General Management Programme. The GMP Residential complex has both self-contained AC single rooms as well as family accommodation. These rooms have 24-hour internet accessibility. Students may avail either a single-room or a family accommodation according to their preference. The GMP residence is surrounded by a sprawling park on the western side, Dalma range on the eastern side and Subarnarekha flowing on the northern side. The GMP residence has its own canteen that serves delicious meals.

## Computer Centre

The Computer Centre houses labs equipped with:

- Latest servers for hosting various applications
- 150 Dell personal computers with access to the internet and other online resources
- A dedicated helpdesk service for software and hardware support for users
- High speed Wi-Fi connectivity
- Printing, photocopy and scanning facility

Further XLRI has a Behavioural Research Lab supported by state-of-the-art hardware to enable HD audio video conferencing. A dedicated server client set up with application software is available to help researchers with their creation of powerful computerised experiment and analysis with multimedia capabilities.

## Information & Communication Technology Facilities

Information technology is unarguably the defining force of this millennium, and XLRI is poised to break new ground by being the most e-enabled business school in India. The initial focus of being technology friendly has now resulted in a virtual flood of e-initiatives. The Wi-Fi enabled campus and other infrastructure facilities, supplemented with new courses, workshops, seminars and live projects empower students to integrate technology solutions to workplace challenges.

The computing resources at XLRI include latest servers and workstations, a state-of-the-art campus network and leased line of 310 MBPS raw bandwidth WAN connectivity. There are high-end servers, which host the XLRI intranet services, library database and SNTP server, Oracle, SAS, DB2 and other softwares. Apart from value added learning of different packages, users have access to database and electronic journals. XLRI provides web-hosted SAP solution for hands on ERP through University Alliance programme.

XLRI has 10 gigabit ready Ethernet network in the campus to support the institute's local area network. Every student is equipped with a laptop and has round-the-clock access to intranet as well as internet. Entire academic activities such as a bulletin board, discussion forum, grades, feedback, leave application, course outline, electives, handouts and class schedule are made available online to the faculty, students and the administration.

Apart from the individual nodes, more than 500 units of workstations/laptops, scanners, laser printers, close circuit surveillance camera, multimedia projectors and digital camera are available to meet the teaching needs of faculty.

The video conferencing facility through ISDN lines and IP connectivity are available for pre-placement interviews and pre-placement talks by MNCs/corporates and for interactive lectures and dialogue sessions.





## New Campus

The new campus, which is an extension of the existing Jamshedpur campus, is spread over an area of 7 acres. The carefully thought-out architecture houses a new learning centre, an international centre for Global MBA programme and hostel facilities for boys and girls. All integrated with world-class infrastructure to enable students, faculty, staff and other internal stakeholders in furthering their professional and personal aspirations.

## Learning Centre

The new learning centre is meticulously designed to create spaces that support learning and encourage lively discussions. There are 15 classrooms, each with a capacity for 75, and six syndicate rooms (50-60 seaters each). A seater computer lab is fitted with latest servers and workstations to facilitate the learning process. Keeping in context the growing intake of outstanding students the new learning centre has two large classrooms (150-seater each) and two small classrooms (60-seater each).

## Hostel Facilities

The two separate hostels for boys and girls have 384 single-room accommodations.

## International Centre

The towering, six-floor international centre includes four offices, 65-seater classrooms, 96 rooms with attached washrooms and eight suites. Comfortable dining facility, relaxing lounges and upfront reception desk are few of the noticeable amenities at the international centre.

## Auditoriums

The campus has three state-of-the-art auditoriums, fully air-conditioned. Two of these auditoriums have a seating capacity of about 150 each. These auditoriums play host to internal student events, guest lectures and seminars, and the famed XLRI Student General Body Meetings. The Tata Auditorium, the biggest of the three, has a capacity of about 1,500, and is known in music circles to have one of the finest acoustic systems in the region. The Tata Auditorium hosts all major events ranging from Annual Convocation, Ethics Oration and Ensemble. It has played host to a huge number of performances by eminent personalities from India and abroad.

## Sports Facilities

A sound mind in a sound body is what XLRI aims to fulfill through its management education. Sporting facilities available for students include grass football field, tennis court, basketball courts and beach-volleyball court of international standard. SC Sarkar Gymnasium has state-of-the-art facilities for indoor badminton and equipment for workouts and exercises.

In addition to the facilities on campus, students have access to swimming pools, squash courts and synthetic athletics track – all in proximity from the campus – through affiliations with local sports authorities.

## Medical Facilities

We have an infirmary equipped with all basic amenities including five beds to attend students who may require special medical attention. Three doctors visit us, one in the morning and two in the evening. Medical assistance is also available to us at the multi-disciplinary Tata Main Hospital, which is just 1km away from the campus.



# Programmes offered

*XLRI has added many more academic programmes and has expanded its infrastructure to meet the growing demand. A three-year, evening programme in Business Management was started in 1965, while the two-year, full-time programme in Business Management was launched in 1968.*







01

## FULL-TIME RESIDENTIAL PROGRAMMES

- **PGDM HRM**  
– Two-year Postgraduate Programme in Human Resource Management
- **PGDM BM**  
– Two-year Postgraduate Programme in Business Management
- **PGDM GMP**  
– 15-month General Management Programme for the executives with five or more years of experience
- **FPM** - Four-year Fellow Programme in Management

02

## PART-TIME PROGRAMMES FOR WORKING EXECUTIVES

- **BM (Part-Time)**  
– Three-year Programme for the working executives
- **Exec-FPM**  
– Executive Fellow Programme in Management
- **EDHRM**  
Executive Diploma in Human Resource Management spread over 16 months

## VIRTUAL INTERACTIVE LEARNING (VIL)

- **PGCBM**  
– 12-month Postgraduate Certificate in Business Management
- **PGCHRM**  
– 12-month Postgraduate Certificate in Human Resource Management

## Entrepreneurship Programme

- **PGP- CEM** (full-time, 6-month Post Graduate Programme for Certificate in Entrepreneurship Management)

03

## CORPORATE PROGRAMMES

- Management Development Programmes
- In-Company Training Programmes
- Virtual Customized In-company Programmes
- Consultancy Services
- Executive Coaching
- Research and Innovation Cell

## Certificate Programmes

- Agri-Business Management Programme

04



# Admission Procedure

## XAT & XLRI REGISTRATION

### Academic Programmes offered at XLRI

**2**

year

#### PGDM

Two year full time post-graduate programme  
1. PGDM Business Management (BM)  
2. PGDM Human Resource Management (HRM)

**15**  
month

#### PGDM GMP

15-month, full-time programme for  
experienced executives leading to  
a Postgraduate Diploma in General  
Management Programme

Applicants are responsible for ensuring that their application is complete and all the information provided in connection with their application is authentic and accurate.

The XAT score card containing the performance of the candidate in XAT 2018 will be mailed individually to all the candidates.

**Names of the shortlisted candidates for the interview will be posted at [www.xlri.ac.in](http://www.xlri.ac.in)**

XAT 2018 will be conducted online, you can apply to both XLRI and XAT from a single registration

Visit:

[www.xatonline.net.in](http://www.xatonline.net.in)  
[www.xlri.ac.in](http://www.xlri.ac.in)

#### Mode of payment

##### Through XAT

###### Indian candidate:

₹ 1,650/- and ₹ 300/- each for every additional programme of XLRI (without late fee)

₹ 2000/- and ₹ 500/- each for every additional programme of XLRI (with late fee)

###### Foreign and NRI candidate:

\$50 and \$25 for every additional programme of XLRI

##### Through GMAT

###### Indian candidate:

₹ 2500/- (only for GMP)

###### NRI and Foreign candidate:

₹ 5000/-  
(For all programmes)

### General Information :

- Candidates may apply for more than one programme
- Admission to full-time HRM/BM programme is based only on XAT scores
- NRI candidates, however, may choose GMAT
- GMP candidates may apply either through XAT or GMAT.

## Selection Criteria

A candidate may apply for multiple programmes. Those who apply for more than one programme may be called for multiple interviews and/or group discussions. The selection criteria for different programmes may differ depending on the nature of the programme. XAT online test will have different components and you need to maximise your performance in each of them. In its pursuit of academic excellence, XLRI actively encourages the students from diverse backgrounds to apply. While preparing the short-listed candidates for the interview, in addition to XAT performance, we may factor in academic background and the relevant work experience. Besides performance in the personal interviews (and/or group discussions), we also consider XAT performance, relevant work experience, academic background, extracurricular activities while preparing the final list.

#### The last date for the online registration for XAT

The last date for the online registration for XLRI programmes

XAT will be held on Sunday, January 07, 2018 in 47 cities across the country and two international Centres of Dubai and Kathmandu for all three programmes (HRM, BM and GMP).

**November 30, 2017**

**Sunday, January 07,  
2018**

**IMPORTANT  
DATES**

# Postgraduate Programmes In Business Management (BM) And Human Resource Management (HRM)

The two-year full-time Postgraduate Programme in Business Management (BM) / Human Resource Management (HRM) prepares a student for a career in industry and services.

The courses are designed to develop and enhance

- The analytical, problem solving and decision making abilities,
- The awareness of the socio-economic environment, and
- The personality with socially desirable values and attitudes

**The BM Programme** equips the students with an integrated approach to management function and managerial skills. The programme also provides an opportunity to concentrate in one or two of the functional areas (viz. Economics, Finance, Information Systems, Marketing, Production, Operations & Decision Sciences and Strategic Management).

To fulfill the requirement of area(s) of concentration, a student is required to do at least five electives in that particular area.

**The HRM Programme** facilitates learning in concepts, techniques and practices in the management of human resources in addition to exposing the student to different functional areas of management to enhance the effectiveness.

Since the HRM programme is a specialized programme in itself, there are no separate Areas for concentration.

**The BM / HRM Programme:** The total credits for HRM program shall be a minimum of 108 and BM program shall be a minimum of 105. A maximum of 114 credits is permissible. The nine credits or 3 extra courses for BM, could be anything that students want to study as audit courses. In HRM, six credits or two extra courses, could be anything that students want to study as audit courses. For PGD HRM program, one of the three extra courses

is the core course titled MIS which will be offered to students in the 1st year. [For the students of PGD HRM, the MIS core course will be taught in the first Term with one credit portion. The remaining two credits shall be covered in Term III] and a Summer Project.

## Eligibility

For BM and HRM programmes, students who have completed three years of Bachelors degree or equivalent in any discipline, recognized by a University or Deemed University, are eligible to apply. Those completing their final examination by June 10, 2018 may also apply.

## Orientation Programme

An orientation programme will be conducted during June 2018. The objective of the programme is to

- introduce the new members of the XL family to the culture and working ethos of this Institute.
- to help the students identify their profile, and areas for self-development.
- help the freshers for their successful stay at XLRI.

## Academic Programme

The academic programme consists of six 10-12 week Terms, spread over two years for the BM and HRM programmes.

During the first year of the **Business Management Programme**, students learn basic concepts in the areas of Finance and Accounting, Human Resource Management, Marketing, Organizational Behaviour, Systems, Production and Quantitative Techniques.

These core courses help students appreciate the interdependency of the various functional areas and integrate them while addressing problems in the business context.

During second year, students can pursue elective courses dealing with the functional areas of their interest.

During the first year of the **Human Resource Management Programme**, students are given exposure to the courses directly related to HRM such as Labour Law, Industrial Relations, Organizational Behaviour and Human Resource Development, with a package of courses in basic subjects as well as other functional areas of management. Students are also given exposure to the socioeconomic environment, ethical and legal frameworks within which business operates in India



During second year, students can pursue elective courses, in the areas of Human Resource Management, Organisational Behaviour, Information Systems and Strategic Management.

## Team Building & Village Exposure Programme

A three-day team building programme is compulsory for the students. The objective of the programme is to develop leadership and teamwork through adventure activities. The programme includes overnight camping and other outdoor activities. Attendance to the team building programme is compulsory for the students.

A village exposure programme is also mandatory for the students. The students are expected to stay in the villages. They would be expected to study some of the practices and issues relating to rural India.

## Summer Project

At the end of the first year, all students of the BM and HRM programmes are required to undertake a project in an organization as an integral part of the curriculum. Students work on live assignments for various organizations which gives the students an opportunity to sharpen their knowledge and skills, develop better appreciation of the practical problems of business organizations in general and the management in particular. The Summer Projects help the students plan their professional career in the light of the practical experience gained during the eight to ten week period.

## Academic Evaluation System

The Institute's evaluation system is designed to continually assess the students' performance in relation to the required standards of academic achievement. Apart from examinations, a student's performance is assessed on the basis of class participation, preparation of periodic assignments, mid-term tests and surprise quizzes. The Institute expects a minimum standard for promotion to the second year and for the award of the Diploma. Failure to meet the minimum standards of performance at any time would

require a student to discontinue from the programme.

## The Pedagogy

The pedagogy followed in all the Programmes at the Institute include:

- Classroom Lectures and Group work
- The Case Method
- Project Work and Assignments
- Term Papers and Industrial Visits
- Simulation Games, Role Play and Audio Visuals
- Seminar Presentations and workshops

## Electives

During the second year of the two-year programmes, the students take up optional (elective) courses. The list of elective courses is given under the section, Core and Elective Courses. However, floating of any given elective course is dependent on the market requirement, minimum number of registrations and other related factors. Emphasis in the electives is laid on application of knowledge and case discussions. Electives may also require students to undertake research studies in their field of interest and specialisation as term papers / project work.

## Convocation

Annual convocation for the award of Diplomas is held at the end of the academic year. At the convocation the awards for excellence in academic performance are also given to those students who excel in their studies. The tentative list is given below. The final list of medals to be awarded would be announced at the beginning of the second year.

## Fees

Fees and other charges payable for two year PGDM Business Management and Human Resource Management will be approximately 10.5 Lakh p.a.



# Medals for Academic Excellence

**XLRI Medal : Best All-round Student in Memory of Parineet Reddy**  
[Sponsored by Reddys]

**XLRI Medal for Social Initiatives**  
[Sponsored by State Bank of India]

**XLRI Medal : Best All-round Woman Student in memory of Geeta Saxena**  
[Sponsored by Madhukar Shukla]

**XLRI Medal : Highest CQPI – HRM in Memory of John P D'Costa**  
[Sponsored by Ronald D'Costa]

**XLRI Medal : Second Highest CQPI – HRM**

**XLRI Medal : Highest CQPI – BM in Memory of Ram Awtar Chachra**  
[Sponsored by Krishna Lal Chachra]

**XLRI Medal : Second Highest CQPI - BM**  
[Sponsored by Janardhan Pyda]

**XLRI Medal : Highest CQPI – GMP in Memory of R S Pande**  
[Sponsored by K G Pande]

**XLRI Medal : Highest CQPI – Business Management [Part-time]**  
[Sponsored by Jagans]



## List of Scholarships

Some scholarships are available to students on the basis of their performance and/or need. Need based scholarships are also available to students belonging to economically disadvantaged families. List of scholarship awarded last year are given below:

<b>Aditya Birla Scholarship</b> HRM-I, BM-I Merit and selection as per the company criteria Three ₹ 1,75,000 / Year	<b>Kalyan Ganguly XEF Scholarship</b> BM-II Merit-cum-Need One ₹ 1,00,000
<b>OP Jindal Engineering &amp; Management</b> HRM-II, BM-II Merit-cum-Online Test and Interview One ₹ 1,50,000	<b>Naveen Jain &amp; Distinguished Alumni Award</b> HRM-II, BM-II Merit-cum-Need One ₹ 20,000
<b>T Thomas</b> HRM-II, BM-II Selection as per the company criteria One ₹ 1,00,000	<b>Vasantha Sankaran Scholarship</b> BM-II Stipulated criteria by the Donor One ₹ 1,00,000
<b>PMI Scholarship</b> BM-II Best Student Award in "Project Management" Course Three ₹ 50,000 + Sponsoring Camp Certification Fee ₹ 25,000 + Sponsoring Camp Certification Fee Sponsoring Camp Certification Fee	<b>XLRI Diamond Jubilee [Seniors]</b> HRM-II, BM-II Merit-cum-Need Two 2nd Year Tuition Fees upto ₹ 2,85,000
<b>Pirojsha Godrej</b> HRM-I, BM-I Merit-cum-Need One ₹ 25,000	<b>XLRI Diamond Jubilee [Juniors]</b> HRM -I, BM-I Merit-cum-Need Two 1st Year Tuition Fees Upto ₹ 2,55,000
<b>Joseph M Sciortino [for ST Students]</b> HRM-II, BM-II Will be distributed equally among the applicants ₹ 25,000	<b>Alumni Scholarship</b> HRM-II, BM-II Merit-cum-need Four Each ₹ 1,50,000
<b>Geeta Saxena Memorial</b> HRM-II, BM-II Stipulated criteria by the Donor One ₹ 20,000	<b>Alumni Scholarship</b> GMP Merit-cum-need Two ₹ 1,50,000

# Human Resource Management Programme

**66**  
**CREDITS**

## Core Courses

### TERM 1 [ 21 credits ]

- Accounting For Management
- Fundamentals of Human Resource Management\*
- Fundamentals of Industrial Relations
- Fundamentals of Labour Laws\*
- Human Resource Planning - 2 credits
- Managerial Economics
- Management Information Systems – 1 credit
- OB – I : Individual Behaviour in Organization
- Quantitative Techniques for Human Resource Management

### TERM 2 [ 23 credits ]

- Employment Relations Law: Law of Industrial Relations
- Managerial Communication
- Managerial Ethics - 2 credits
- Macroeconomic Theory and Policy
- O B – II : Group Behaviour in Organization
- Performance Management and Appraisal
- Production Management
- Wage Determination and Administration

### TERM 3 [ 22 credits ]

- Basic Financial Management
- Employment Relations Law: Law of Social Security
- Introduction to Sustainable Development & Corporate Sustainability - 2 credits
- Marketing Management
- O B - III : Organizational Structure, Design and Change
- Management Information Systems – 2 credits
- Social Research Methods
- Strategic Management

**42**  
**CREDITS**

## Elective Courses

### TERM 4,5,6

- Advanced Environmental Management and Green Marketing
- Advanced Manpower Planning
- Applied Econometrics for HRM
- Analysis for Managerial Decision Making
- Applied Quantum Innovations
- Assertiveness Training
- Balanced Score Card
- Basic Econometrics of HR
- Behavioral Strategy & Decision-Making
- Building Learning Organisations
- Business and Data Communications Networks
- Business Intelligence and Data Mining
- Business Modeling Through System Dynamics
- Business Networking\*
- Collective Bargaining and Negotiation Process
- Competition and Globalisation
- Consulting to Management
- Corporate Image Building
- Cross-Cultural Management
- Cyber Law
- Data Structures
- DBMS with Oracle
- Decision Support Systems
- Designing Organisations for Uncertain Environment
- Development Economics
- Economics of Human Resources
- Economics of Information and Network Industries
- Employee Empowerment\*
- Emotional Intelligence and Managerial Effectiveness
- Enterprise Resource Planning
- Entrepreneurship and New Ventures





## Elective Courses

- Entrepreneurship Planning and Development: with special reference to Tech-Entrepreneurs and Professionals
- Executive Compensation
- Financial Considerations in Managing HR
- Game Theory for Managers
- Global Business Turnaround Management : Transformation
- Grievance Resolution\*
- HR Audit\*
- HR Issues in Mergers and Acquisitions
- HR Tools & Techniques\*
- Human Resource Information Systems
- Human Resource Management in Service Sector
- I S Strategy
- Indian Philosophy and Leadership Excellence
- Industrial Economics and Competitive Strategies
- Industrial Jurisprudence
- Information Security and Risk Management
- Intellectual Property Rights
- International Business Economics
- International Human Resource Management
- International Relations and Management
- Introduction to Social Entrepreneurship
- Labour Law Applications
- Leadership, Influence and Power
- Leading Digital: Turning Technology into Business Transformation
- Management of Creativity
- Management of Relationships
- Managerial Competencies and Career Development
- Managerial Counseling
- Managing Diversity in the Workplace
- Managing Private-Public Partnerships
- Managing Redundancy
- Marketing Decisions for HR
- Measuring HR\*
- Money Banking and Finance
- Object-Oriented Programming
- Occupational Testing
- Operations Research for HRM
- Organisational Change and Development
- Participative Management\*
- Personal Effectiveness and Self-Leadership
- Personal Growth Lab
- Political Behavior & Impression Management in Organizations
- Principles of Labour Administration
- Resource Based Strategy
- Role of HR in Knowledge Management
- Selection\*
- Social Banking and Microfinance
- Social Finance Impact Investing & Insurance
- Social Legislation for Indian Managers
- Software Project Management
- Strategic Human Resource Management
- Strategies for the Bottom of the Pyramid\*
- Strategies of Co-operation
- Stress Management
- Taxation of Salaries\*
- Total Quality Management
- Training and Development
- Transactional Analysis
- Transformation for Sustainable Superior Performance
- Zen and the Executive Mind
- 

*\*Half-Credit Course*

# BUSINESS MANAGEMENT PROGRAMME

**63**  
CREDITS

## Core Courses

### TERM 1 [ 21 credits ]

- OB-I: Individual and Group Behaviour in Organization
- Management Accounting - I
- Managerial Communication
- Managerial Economics
- Marketing Management-I
- Operations Management – I
- Quantitative Techniques - I

### TERM 2 [ 22 credits ]

- Financial Management – I
- Introduction to Sustainable Development & Corporate Sustainability - 2 credits
- Management Accounting - II
- Managerial Ethics - 2 credits
- Management Information Systems
- Marketing Management-II
- Macroeconomic Theory and Policy
- Quantitative Techniques - II

### TERM 3 [ 20 credits ]

- Business Law - 2 credits
- OB-II: Organizational Structure, Design and Change
- Business Research Methods - 2 credits
- Financial Management - II
- Human Resource Management - 2 credits
- Operations Research - 2 credits
- Operations Management - II
- Strategic Management

**42**  
CREDITS

## Elective Courses

### TERM 4,5,6

#### Economics

- Applied Econometrics for Managers
- Demand and Business Forecasting
- Development Economics
- Economics of Human Resources
- Economics of Information and Network Industries
- Entrepreneurship and New Ventures
- Firms, Markets and Global Dynamics
- Game Theory for Managers
- Industrial Economics and Competitive Strategies
- International Business Economics
- Managing Private-Public Partnerships
- Money Banking and Finance
- Social Banking and Microfinance
- Time Series Analysis\*

#### Finance

- Behavioural Finance\*
- Business Analysis and Valuation
- Capital Expenditure Planning and Control
- Commodities Derivatives Market
- Corporate Taxation
- Financial Analysis, Planning and Control
- Financial Decision Making Under Information Asymmetries\*
- Financial Markets
- Financial Modeling Using Excel
- Financial Risk Management
- Financial Technical Analysis and Introduction to Global Intermarket Analysis\*
- Fixed Income Securities
- Indian Accounting Standards
- International Business Economics
- International Financial Management



- Issues in Empirical Finance
- Management of Banking
- Mergers, Acquisition and Corporate Restructuring
- Options and Futures
- Risk Management and Insurance
- Security Analysis and Portfolio Management
- Social Finance Impact Investing & Insurance
- Structured Finance

## Information Systems

- Business and Data Communications Networks
- Business Intelligence and Data Mining
- Business Modeling Through System Dynamics
- Business Modeling using Spread Sheets
- Cyber Law
- Data Structures
- DBMS with Oracle
- Decision Support Systems
- Enterprise Resource Planning
- I S Strategy
- Information Security and Risk Management
- Intellectual Property Rights
- Leading Digital: Turning Technology into Business Transformation
- Managing Business Process Outsourcing
- Object-Oriented Programming
- Software Project Management

## Marketing

- Advertising and Sales Promotion
- Business-to-Business Marketing
- Competition and Globalisation
- Consumer Behaviour
- International Marketing
- Internet Marketing
- Marketing Decision Models
- Marketing Engineering\*
- Marketing in Emerging Countries\*
- Marketing in Practice
- Marketing Law
- Marketing Metrics for Marketing Performance Evaluation\*

- Marketing Performance Assessment
- Marketing Research
- Pricing Management
- Product and Brand Management
- Qualitative Market Research\*
- Retail Management
- Sales and Distribution Management
- Services Marketing
- Strategic Marketing

## Production, Operations & Decision Sciences

- Advanced Inventory Control
- Advanced Operations Research
- Demand and Business Forecasting
- Electronics Business and Markets
- Enterprise Resource Planning
- Logistics and Supply Chain Management
- Materials Management
- Production Planning and Control
- Project Management
- Service Operations Management\*
- Supply Chain Analytics
- Technology Management
- Theory of Constraints
- Total Quality Management

## Strategic Management

- Advanced Environmental Management and Green Marketing
- Applied Quantum Innovations
- Balanced Score Card
- Building Learning Organisations
- Business Models of Organisational Excellence\*
- Business Networking\*
- Competition and Globalisation
- Contemporary Business Practices
- Designing Organisations for Uncertain Environment
- Entrepreneurship and New Ventures
- Entrepreneurship Planning and Development: with special reference to Tech-Entrepreneurs and Professionals
- Global Business Turnaround Management : Transformation

- I S Strategy
- International Relations and Management
- Introduction to Management Consulting Practice
- Introduction to Social Entrepreneurship
- Managing Private-Public Partnerships
- Mergers, Acquisition and Corporate Restructuring
- Resource Based Strategy
- Strategic Game Theory for Managers
- Strategic Marketing
- Strategies for the Bottom of the Pyramid\*
- Strategies of Co-operation
- Technology Management
- Transformation for Sustainable Superior Performance

## Courses from other Functional Areas

- Analysis for Managerial Decision Making
- Assertiveness Training
- Balanced Score Card
- Behavioral Strategy & Decision-Making
- Building Learning Organisations
- Consulting to Management
- Corporate Governance
- Corporate Image Building
- Cross-Cultural Management
- Designing Organisations for Uncertain Environment
- Emotional Intelligence and Managerial Effectiveness
- Indian Philosophy and Leadership Excellence
- Leadership, Influence and Power
- Management of Creativity
- Management of Relationships
- Personal Effectiveness and Leadership
- Personal Growth Lab
- Political Behavior & Impression Management in Organizations
- Stress Management
- Transactional Analysis
- Zen and the Executive Mind

*\*Half-Credit Course*

# PGDM (GENERAL MANAGEMENT) FOR WORKING EXECUTIVES

Knowledge and continuous learning is the mainstay amongst the best organizations of today. In order to satisfy this thirst for knowledge and to become a learning organization, XLRI has evolved a fifteen months consolidated programme in general management with the objectives of providing the practicing managers a substantial exposure to theoretical foundations in management as well as to provide them a holistic perspective of business in such a way that they are not only equipped with tools and techniques to perform their task effectively but also to shoulder greater responsibilities in the future as they move up the hierarchy.

The Institute awards the **Postgraduate Diploma in Management [General Management]** to the participants who successfully complete all the requirements of this programme.

## Eligibility

Candidates applying for General Management Programme must hold a minimum of three years Bachelor's Degree from a recognized University in India/abroad in any discipline, be employed in a full-time job, must have at least five years of relevant managerial experience as on March 31, 2018 in an organization of repute in the public, private or non-governmental sector after completing graduation.

## Curriculum

The AICTE recognized 15 months programme currently consists of Core and Optional/Elective courses specially designed for fast track executives with work experience. They provide the essentials of management

education with the flexibility of individual exploration in their chosen area of interest. The entire programme spans for about 780 minimum and 880 maximum contact hours in class. The programme encourages, supports and provides enough scope to the participants for self study.

The programme starts with induction for initiating the participants with XLRI's culture and refreshing the fundamentals for better appreciation of the courses to follow.

Thereafter the participants undergo the core courses as building blocks essential for management education. Currently the core courses are categorized into seven major areas, Finance, Marketing, Production, Operations and Decision Sciences, Information Systems, Human Resource Management, Organizational Behaviour, Economics and Strategic Management, providing not only the essentials of management but also the core functional skills. The core course curriculum also includes Soft Skills workshop, Industry Interfaces and Integrated courses.

Successful completion of the core courses paves the way for the elective courses, chosen by the participants, helping them to further their areas of interest. Our effort has always been to provide a wide range of electives with a cutting edge focus in areas of relevance in grooming tomorrow's business leaders. These are organized into six functional areas of Finance, Marketing, Production, Operations and Decision science, Human Resource Management, Information Systems, Economics and Strategic Management. Students are allowed to choose electives from a list of offered

electives. A minimum number of participants should opt for a specific elective to be offered.

The programme and the courses, both core and optional, are continuously restructured to make them contemporary to the changing scenario in management education.

## Field-Based Training

It is compulsory for all students to undergo three-month field based training after completing the 12 months campus component. Majority of GMP students would join different companies after completing the academic requirements. During the first three months in those companies, the students are required to do a project work and obtain a satisfactory certificate from the company. Rest of the students are allowed to fulfill the requirements by undergoing a project work under the guidance of a faculty mentor. A student will be eligible for the diploma only after obtaining the successful completion certificate of the three-month field based training.

## Academic Evaluation System

The Institute's evaluation system is designed to continually assess the students' performance in relation to the required standards of academic achievement. Apart from examinations, a student's performance is assessed on the basis of class participation, preparation of periodic assignments, mid-term tests and quizzes. As specified in the manual of Policies, the Institute expects a minimum standard for the award of the Diploma.



## Core Courses

- Financial Management
- Human Resource Management
- Integrated Course
- Introduction to Sustainable Development and Corporate Sustainability
- Legal Environment of Business
- Management Accounting
- Management of Information Systems : Technical and Social Perspective
- Managerial Communication
- Managerial Economics
- Managerial Ethics
- Managing Human Behaviour at Work
- Marketing Management
- Operations / Optimization Models for Managerial Decisions
- Quantitative Techniques for Managerial Decisions
- Spreadsheet Modeling
- Strategic Management
- Ethics of Business Turnaround Management
- Strategic Communication
- Consumer Analytics
- Consumer Behaviour
- Corporate Tax Management
- Demand Forecasting
- E-Business Strategy
- Economics Of International Trade
- Economics Of The Currency Market And Open Economy Macroeconomics
- Employee Empowerment And Participative Management
- Entrepreneurship And New Ventures
- Executive Development Tools And Techniques
- Experiential Workshop On Selling & Negotiation Tactics
- Financial Modeling Using Excel
- Financial Risk Management
- Foundations Of Management Consulting Practice
- Fundamentals Of Development Economics
- Game Theory And Its Business Applications
- HR Analytics
- HR Issues In M&A
- Infrastructure Management Through Public Private Partnerships
- International Management
- Internet Marketing
- Introducing Operations Strategy
- Introducing Supply Chain Analytics
- Introduction To Enterprise Resource Planning
- Investments
- IS Strategy
- Managing Competencies And Performance In Organizations
- Managing Corporate Reputation
- Managing Service Operations
- Marketing Analytics
- Marketing In Emerging Countries
- Marketing Research
- Marketing Strategy & Implementation
- Mergers, Acquisitions & Corporate Restructuring
- Money And Banking
- Operations Planning And Control
- Performance Management And Appraisal
- Product & Brand Management
- Project Planning And Control
- Quality Management
- Resource Based Strategy
- Retail Management
- Sales & Distribution Management
- Services Marketing
- Social Banking And Inclusive Finance
- Social Mobile Analytics And Cloud - The Emerging Business Accelerator
- Software Project Management
- Strategic Cost Management
- Strategic HRM
- Strategies For The Bottom Of The Pyramid
- Strategies Of Co-Operation
- Structured Finance
- Supply Chain Management
- Systems Dynamics
- Theory Of Constraints for Operations
- Thriving In Political Environment (With Integrity & Ethics)
- Tools and Techniques for Executive Development
- Transformation For Sustainable Superior Performance
- International Financial Management
- Managing Innovation

## Elective Courses (Tentative list)

- Advanced Corporate Finance
- Advertising & Integrated Brand Communications
- Applied Econometrics For Business
- Big Data Analytics
- Business Analysis & Valuation
- Business Intelligence And Data Mining
- Business Modeling Using Spreadsheets
- Business Models For Organizational Excellence
- Business To Business Marketing
- Capital Expenditure, Planning & Control
- Competition And Globalisation
- Competitive Strategies For Oligopolistic Markets- Theoretical Underpinnings In Industrial Organization
- Investments
- IS Strategy
- Managing Competencies And Performance In Organizations
- Managing Corporate Reputation
- Managing Service Operations
- Marketing Analytics
- Marketing In Emerging Countries
- Marketing Research
- Marketing Strategy & Implementation
- Mergers, Acquisitions & Corporate Restructuring
- Money And Banking
- Operations Planning And Control
- Performance Management And Appraisal
- Product & Brand Management

## Fees

Fees and other charges payable for 15 months PGDM (General Management) will be approximately 18,50,000/-. Food, electricity and other personal expenses would be charged extra depending on the type of accommodation preferred by the student.

# DOCTORAL LEVEL PROGRAMME (FELLOW PROGRAMME IN MANAGEMENT (FPM))

The Fellow Programme in Management (FPM) is Doctoral Programme of XLRI, Jamshedpur. The FPM is a full-time, residential programme that trains prospective scholars to become highly skilled and innovative researchers, management thinkers and teachers in various aspects of management. It primarily aims at preparing students for careers as faculty members at premier academic institutions.

## Course Structure

The FPM would ordinarily demand four years of residential requirements in two stages. In the first stage, the selected candidate needs to meet the course requirements over two years. During this stage, the student is given appropriate exposure to the basic discipline of management, thus preparing him/her for the thesis work in the next stage. The course work that will be undertaken by the student in the first year will be from among those courses that are offered to the PGP students, and in the second year will include specially designed doctoral and advanced courses.

On successful completion of the course work, the student has to qualify in the comprehensive examination before taking up the thesis work.

The thesis stage is of two years. The student will select a thesis topic from among the specialization areas:

- Economics
- Finance
- Information Systems
- Marketing,
- Production, Operations & Decision Sciences
- Organizational Behavior
- Personnel Management & Industrial Relations/Human Resource Management
- Strategic Management.

## Eligibility and Admission Process

Applicants for FPM may **choose ONE** of the following options:

### Option – 1 (XAT 2018)

Candidates with Post Graduation from Universities (MBA/Master's degree in any discipline India/ Abroad) and Centres of Higher Learning with at least 55% marks (50% for SC/ST candidates) with the Bachelors degree/ equivalent qualification with at least 60% marks (55% for SC/ST candidates) obtained after a minimum of three years of education after completing higher secondary education (10+2) or equivalent

or

Five years/four years Integrated Master's Degree programme in any discipline, with at least 55% marks (50% for SC/ST candidates), obtained after completing higher secondary education (10+2) or equivalent

or

BE/B.Tech degree or its equivalent with at least 60% marks (50% for SC/ST candidates) with 2 years of relevant work experience

or

A professional qualification like CA, ICWA or CS with at least 55% marks (50% for SC/ST candidates)

may choose to appear in the Xavier Aptitude Test (XAT) to be conducted all over India on January 7, 2018.

### Option - 2 (UGC JRF/NET; GMAT/ GRE/GATE)

Candidates with any of the above qualification (as stated in Option-1) may submit UGC JRF/NET; GMAT/GRE/GATE scores for admission to FPM. Such candidates will be exempted from appearing in XAT.

### Option - 3 (MBA/PGDM candidates)

Candidates who have done their PGP from XLRI, any IIMs, FMS Delhi, MDI Gurgaon, XIM Bhubaneswar, IRMA, SP Jain, School of Management of IITs & NITs, TIFR, TISS, ISI and other comparable Institutes with a CQPI of at least 6.00/8.00 or equivalent will be exempted from appearing in the XAT.

Short listed candidates will be required to appear for personal interview at XLRI, Jamshedpur for final selection.

The student is expected to identify a thesis topic in consultation with a thesis adviser, and work under the supervision of a Thesis Advisory Committee. On successful completion of all the requirements of the FPM, a student will be awarded the title 'Fellow in Management of XLRI'.

## Fellowship

Fellow students are awarded a fellowship of Rs. 25,000/- per month during 1st and 2nd year and Rs. 30,000/- per month for the next two years, and no fees (admission, tuition, course material, computer, or library) will be charged. Fellowship will be paid only to the fulltime residential students for a maximum period of four years. From third year, a student can work as a 'Research and Teaching Assistant' (RTA), for which Rs.30,000/- per course will be paid extra.

A fellow student is entitled to a contingency grant of Rs. 25, 000/- per annum for four years and a grant of Rs. 20,000/- for Data Collection during third year.

## Conferences and International Exposure

The Institute provides support for attending National and International conferences after successful completion of the comprehensive examination. A fellow student will be reimbursed all related expenses up to Rs. 2,00,000/-.

Last Date for Applying to FPM: November 30, 2017.

## Executive Fellow Programme in Management (EXEC-FPM)

Executive Fellow Programme in Management (Exec.FPM) is a non-residential Doctoral Programme that has been designed to cater to the scholarly needs of working executives / managers / faculty members / researchers.

The objective of the programme is to develop prospective scholars for careers not only in management research and teaching but also in management practice, consulting, training and development.

## Eligibility and Admission Process

Applicants for Exec. FPM should :

- a** have an MBA / Post Graduate Diploma in Management (PGDM) or equivalent or GMP/PGPX or One Year fulltime residential programme in Management (with 60% marks), Candidates from Premier B-Schools will be given preference.
- b** be currently employed in a full-time job.
- c** have at least 5 years of full-time executive/managerial/ teaching/ research experience as on March 31, 2018.

Candidates who are less than 50 years of age shall get a preference.

For application process & details, kindly visit [acad.xlri.ac.in/admission](http://acad.xlri.ac.in/admission)

Short listed candidates will be required to appear for a personal interview at XLRI, Jamshedpur for the selection process.

## Course Structure

There will be four campus visits of 20 days' each during the first two years after which they are required to plan for 3 visits of 7 to 10 days in the campus which is mandatory. The dates for the classroom courses in the first two years will be intimated by the FPM office in the time of admission. These visits are normally to finish the course work, Seminar and Comprehensive Examination, or defend the Thesis Proposal, make Research Progress Seminar and defend the final thesis. The doctoral scholars are encouraged to spend more time with the academic community at XLRI.

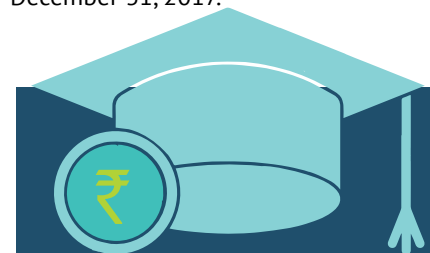
## Duration

The students need to complete their course work within 4 years of admission. If the student fails to complete it within 4 years, he/she need to re-register with a fee Rs. 1,00,000/-. The maximum time taken for the programme is 8 years or 3 years from the completion of course work whichever is later.

On successful completion of all the requirements of the Programme, a student will be awarded the title 'Fellow in Management of XLRI'.

The programme will commence in June 2018.

Last Date for Applying to EXEC FPM: December 31, 2017.



## Fees

The fees and other charges payable for the Executive Fellow Programme in Management (EFPM) is Rs. 8,00,000/- plus applicable service tax. Boarding Lodging and other expenses incurred during stay in campus will be charged separately.

**Last Date for Applying to FPM: November 30, 2017. [Same as XAT]**

**Last Date for applying to EXEC-FPM: December 31, 2017**



# THREE-YEAR, PART-TIME BUSINESS MANAGEMENT PROGRAMME

This programme is for working executive and entrepreneurs, and culminates in a Postgraduate Diploma in Management. The programme imparts the rigour of a full-time programme through 900 hours of classroom interaction, but spread over three academic years to accommodate the time constraint of a working executive or an entrepreneur. It allows working executives and entrepreneurs, who are willing to stretch out a bit, to acquire the highest quality management education while continuing with their current work.

The Three-year AICTE approved Weekend Post-graduate Diploma program is uniquely designed and structured to enable working executives and business owners to develop the requisite managerial and business skills and competence for a managerial/ownership role. While participating in the programme, the participants get opportunities of applying the conceptual insights of classroom to their work on a regular basis. With the rich opportunities for interaction with renowned faculty, peers, and industry experts, the program allows students many opportunities to apply the conceptual insights gained in the classroom to their respective workplace on a day-to-day basis.

The students also get multiple opportunities to share their work/marketplace experiences thereby enriching classroom learning and fostering meaningful, value-added discussions among peers. In addition to the application opportunities provided in individual courses, the two field work based projects provide ample scope to apply the knowledge gained during the program to real-life business settings and decisions. The classes are conducted in the weekends.



## Objective

The programme has been designed with the objectives of:

- Imparting the highest quality of management education to the participants
- Developing a general management perspective of the participants

To achieve these objectives, the programme has been designed for:

- Application of classroom learning in workplace and special projects
- Peer learning through sharing of experiences in an academic setting
- Addressing some general needs of participants for balancing work and education, while scheduling classes and terms

## Target Audience

The programme is intended for individuals in their early or mid-career who:

- do not want a break in their job for learning
- are willing to put in some extra effort and manage their time efficiently to gain the highest quality management education
- are willing to improve work through learning and improve learning through work experience
- can manage the logistics of attending classes

## Eligibility

The applicants of the three-year part-time programme in Postgraduate Diploma in Management from 2018-21 should have

the following eligibility:

The bachelor's degree or equivalent in any discipline obtained after a minimum of three years of education after completing higher secondary education (10 + 2) or equivalent.

The bachelor's degree should be from any of the universities incorporated by an Act of the Central or State Legislature in India or other educational institutions established by the Act of Parliament or declared to be deemed as a university under section 3 of UGC Act, 1956, or possess an equivalent qualification from an institution approved by AICTE. Non-fulfilment of these conditions will automatically result in cancellation of the admission.

## Work Experience

Two years of work experience, after the completion of their bachelors' education, in supervisory/executive role in organisations as on May 31, 2018.

## Curriculum

This programme follows a curriculum similar to that of the full-time Business Management Programme. The complete curriculum is divided into nine terms in three years. The first two years comprising of six terms covering the compulsory core courses. In the third year, comprising three terms, the candidates have to choose two areas of concentration. In addition to the courses candidates have to take up an industry project and participate in experience sharing module, which facilitates peer learning.

# VIRTUAL INTERACTIVE LEARNING (VIL)



## Concept

XLRI started its Virtual Interactive Learning Programs to establish its brand in a big way and to cater a wider range of audience. In pursuance of its objective to 'Up skill Corporate India' through the dissemination of quality management education, XLRI offers World Class management programs and delivers it in the most effective manner with the best use of latest technologies. At XLRI, it is a tradition to constantly update the course content, review the course designs, and experiment with innovative pedagogy.

As on date, over 6500 working professionals have gained immensely from these VIL programmes. These programs may be pursued at individual level and also against corporate nominations.

## Operation

In 2002, XLRI became the first B-school to provide a portfolio of certificate courses in management through virtual classrooms. The VIL Programs run in collaboration with technical partners; HGEIL [Hughes Global Education India Limited] and UCS [Unified Collaboration Services]. There are 108 [Hughes-64 and UCS-44] classrooms across the country to facilitate the programs.

The Program provides an opportunity to study and earn a postgraduate certificate.

Two flagship programs offered are:

- **PGCBM** – Postgraduate Certificate in Business Management
- **PGCHRM** – Postgraduate Certificate in Human Resource Management.

## Postgraduate Certificate in Business Analytics for Management Decisions (PGCBAMD)

Business analytics is increasingly becoming a vital driving force in organizational decision-making. With the emergence of Business Analytics in today's world VIL Programme launched Postgraduate Certificate in Business Analytics for Management Decisions. The program aims to provide an opportunity to study and earn a Postgraduate Certificate in Business Analytics for Management Decisions (PGCBAMD) while working.

The willingness of graduates who have an analytical background like Science, Engineering and Mathematics, who

wish to channelize their energies and proficiency in this field will be the beneficiary of this programme

**Eligibility:** The candidates should have a full time bachelor degree in engineering/science/commerce or arts. Minimum two years of work experience. However, preferable work experience is 3-10 years. Candidates must have Mathematics or Statistics as one of the subjects at least in higher secondary level.

For further details please visit: [xlri.ac.in/vil](http://xlri.ac.in/vil)

## ELIGIBILITY/WORK EXPERIENCE

- Graduation / Diploma in any discipline Graduation / Diploma in any discipline (10+2+3 format)
- A minimum of two years of full-time work experience after graduation.
- Basic knowledge of computers
- Selection is through personal interview where academic and professional background and SOP is taken into consideration.

## The Campus Component and the Graduation Ceremony are the two major events of the VIL Program

- Students get an opportunity to visit the XLRI campus for 5 days for face to face intensive learning and interaction.
- After the successful completion of the program, eligible students are awarded "Postgraduate Certificate in PGCHRM/PGCBM/PGCBAMD" in the Graduation Ceremony in XLRI Campus, Jamshedpur.
- The candidates are bestowed with the prestigious XLRI alumni status. For further details, please visit: <http://www.xlri.ac.in/vil>

## Uniqueness

- Gives a chance to get management education from premier B-school.
- Enables working professionals to acquire new skills and enhance their knowledge in their respective functions without taking career break
- Offers the combined advantage of face-to-face interaction and distance learning.
- Classes are mostly scheduled during evenings/weekends to minimize disruption to the participant's professional commitments.
- Classroom locations in the country include most of the metros and smaller cities, managed by HGEIL & UCS.

## e-MDP's

The short duration programs popularly known e-MDP Programs. It offers various sector specific and contemporary courses in management disciplines delivered via Direct to

Desktop (D2D) mode. These cutting edge STPs in various functional disciplines are very well accepted by individuals and corporate. Upon successful completion of the STP, the participant is awarded with certificate of participation/completion. The e-MDP programs are run in collaboration with the technical partners; Education Lanes (Mahindra Group), Talent edge, ICICI Direct Centre for Financial Learning [ICFL] and Times Center for Learning Limited [TCLL]. The various e-MDP programmes under this platform:

- Executive Development Program in HRM (EDPHRM) jointly with SHRM - Batch 5
- Project Management for Senior Professionals - Batch 1
- Labour Laws for Managers - Batch 1
- Executive Programme in Data Science using R& Excel- Batch 3
- Strategic Performance Management - Batch 4
- Building Leadership Competencies – Batch-1
- Leadership and Change Management- Batch 2

Visit <http://sat.xlri.ac.in/emdp> for details.

## Academic Sessions

Winter Sessions	January (With UCS)
Summer Sessions	June (With HGEIL)





# CORPORATE PROGRAMMES



# EXECUTIVE DIPLOMA IN HUMAN RESOURCE MANAGEMENT FOR WORKING EXECUTIVES

## Introduction

The objective of this program is to provide unique learning experience for the working executives to enhance their professional knowledge and skills that are essential to play the HR role effectively within the dynamic and fast-growing corporate world. The program effectively bridges the gap between hardcore industry experiences with conceptual inputs and application skills.

The program is of 16 months duration spread across six terms. The Course is uniquely designed to impart conceptual clarity and application competencies to the working professionals with relevant experience so that they develop strategic orientation towards HR.

## Program Objectives

- To provide an opportunity to the participants to earn a professional qualification in HR
- To provide the participants with an in-depth understanding of various concepts in HR
- To get tuned to the latest developments and best practices in HR
- To prepare the participants to head the HR function in the operating divisions
- To develop a repository of HR experts who can lead change in the organization

## Program Pedagogy

The above stated objectives will be attained through:

- An intensive program useful from a corporate management view point
- 50 days of intensive learning at XLRI campus through 5 visits
- Project-based courses
- Lecture series
- Case methods
- Group work
- Assignments



## Duration

The Programme is of 16 months duration with six terms. The Programme comprises of 15 compulsory courses spread over the first five terms and the sixth term is exclusively devoted to Action Research Based Project.



## Eligibility and Requirements

- Working professionals in HR sector.
- Bachelors Degree (minimum three years of full time study) from a recognized university in any discipline.
- The candidate should have minimum 5 years of post-degree full time work experience in managerial position as on December 31, 2017.

## Selection Process

- It is a profile-based selection wherein personal interviews, academic and professional record and SOP is taken into consideration

## Program Content

- Fundamentals of Human Resource Management
- Fundamentals of Industrial Relations and Labour Laws
- Individual and Group Behavior in Organization
- Managerial Economics and Finance
- Research Methodology and Statistics
- Training and Development
- Executive Compensation
- Managerial Counseling
- Organizational Structure and Design
- Competency Based HRM
- Recruitment and Selection
- Strategic Human Resource Management
- Human Resource Planning
- Organizational Change and Development
- Performance Management
- Dissertation

(Exact titles & the details of the courses will be given at the beginning of the Programme)

# MANAGEMENT DEVELOPMENT PROGRAMMES (MDP)

XLRI has been a pioneer in developing and offering short duration Management Development Programmes (MDPs) with a four decade enviable standing in the committee of B-schools in India. These MDPs are designed keeping in view the ever changing demands on business/professional executives. The programme content of even the standard MDPs is constantly reviewed and changes made therein on a continuous basis. The objective of the MDPs is to help improve management systems and practices in India and other countries in South Asian Region by providing relevant training to the executives of different sectors of the economy operating at different levels in

the organizational hierarchy. The participants are equipped with the latest tools, techniques and skills spanning different streams of management such as General Management, Human Resources, Organizational Behaviour, Marketing, Finance, Operations Management, Information Systems, Strategic Management and Industrial Relations.

A majority of these programmes are held in the campus of XLRI (Jamshedpur), while a few of them are held at prominent cities in the country. The programmes conducted at XLRI are residential. The participants are housed in a modern complex of comfortable air-conditioned twin-sharing rooms

at the MDP residence located in the campus. The MDP residence has facilities to accommodate about 110 executives with a separate kitchen, lounge and dining facilities. The calm, serene, academic ambience of the campus and its lush green surroundings are highly conducive to study, reflect and learn. Round-the-clock internet facility is available on campus network based on Gigabit Ethernet structured cabling through high-speed bandwidth. The air-conditioned computer lab with Internet connections provide opportunities for the participants to stay connected not only with their near and dear, but also with the business world at large.

## In-Company Training Programmes

XLRI accepts requests from organizations for conducting customized training programmes for their executives at different levels, and offers unique programmes to suit the business and developmental needs of client organizations. Standard Modules from regular MDPs are also combined and adapted, wherever necessary, to suit the requirements of client organizations.

The duration of these programmes ranges from two days to one month depending upon the variety, magnitude and complexity of topics covered. While some of these are conducted at the Institute, there are also many held in the premises of the client organizations. A total of 153 In-company Training Programmes were conducted during the year 2016-17, covering some 48 different topics from different Functional Areas, and a little over 2800 Executives from different Corporate Houses participated in these Programmes in India and Abroad.

## Virtual Customized Incompany Programmes

XLRI also offers virtual customized training programmes for corporate audience. The object of such programmes is to provide Corporate India with a cost effective multiple location option for large scale training. This also eliminates travel cost and time for especially for organizations with a large sales forces and multilocal operations.

## Consultancy Services

XLRI provides consultancy services to public and private sector organizations and international bodies. Consultancy services cover a wide range - from preparation of feasibility reports and project appraisals to Tax Planning, Managing Personal Problems, Human Resource Planning, HR Policy, Organisational Restructuring, Organizational Development Interventions, Market Researches and Development of Effective Marketing Strategies. Over the years, XLRI has worked extensively with a wide variety of clients, including multinational companies, private and public sector companies, growth stage companies. Our expertise and innovative business strategies have helped businesses and eliminate inefficiencies, grow membership bases, create new products, and much more. We are committed to, looking further, and providing unparalleled value for our clients.





# CERTIFICATE PROGRAMME IN AGRI-BUSINESS MANAGEMENT



## Introduction and Objective

XLRI along with Nagarjuna Fertilisers and Chemicals Ltd (NFCL): IKisan AgriInformatics and Services Hyderabad, designed a unique "six month Certificate Programme in Agri Business Management" for developing skills for the agricultural sector. The objective of the programme is to supplement the participant's agricultural knowledge with business skills to enhance their effectiveness.

This is a six months programme consisting of three modules, a campus component and an individual project.

## Methodology

The programme provides a virtual, self-learning environment for agricultural graduates and working professionals in Agriculture Sector to upgrade and refresh their technical knowledge as well as gain fundamentals of business management. The programme is designed to allow the participant to learn at their own pace on a self-learning basis. The program consists of courses covering managerial skills, technical skills and professional skills.

## Program Content

### Module 1:

#### Campus Component, Managerial Skills:

- Management Part I (Being an Effective Manager),
- Principles of Marketing
- Agricultural Finance,

#### Technical skills:

- Agronomy

### Module 2:

#### Managerial Skills:

- Sales and Distribution Management,
- Rural retailing,

#### Technical skills:

- Pest Management,

#### Managerial Skill:

- Agricultural Input Marketing
- Finance for Non Finance,

#### Professional Skills:

- Computer applications

### Module 3:

#### Managerial Skill:

- Rural Retailing,
- Management Part II,

#### Technical Skills:

- Contemporary Agriculture

## Eligibility and Requirements

- BSc./ M. Sc. (Agriculture or Allied subjects).

## Selection Process

- It is a profile-based selection wherein academic and professional records, personal interviews, (if required) and Statement of Purpose is taken into consideration.









# POSTGRADUATE CERTIFICATE IN GENERAL MANAGEMENT FOR WORKING EXECUTIVES (PGCGM IN MUMBAI)

## Introduction

XLRI Jamshedpur and Xavier Institute of Management and Research [XIMR] have joined hands to offer a unique Postgraduate Certificate Program in General Management in classroom environment in the heart of Mumbai.

This proposed program will allow executives to pursue a rigorous schedule that helps them leverage classroom learning to their professional roles. Participants will develop a holistic General Management and Business Leadership perspective.

The program will include core courses in key functional areas (Marketing, Finance, Human Resources, and Operations), besides General Management courses.

## Program Pedagogy

The above stated objectives will be attained through:

An intensive program useful from a corporate management view point.

- Project-based courses.
- Lecture series.
- Case methods.
- Group work.
- Assignments.
- Dissertation



## Duration & Course Delivery

- The programme is of 11 months duration with four terms. The programme comprises of 15 compulsory courses and a dissertation spread over the four terms. The programme will start with a two day induction at XLRI, Jamshedpur and then the rest of the classes will be held at St. Xavier's College Campus in Mumbai.

- **Classes : Friday 06:30 – 09:45 pm**
- **Saturday : 03:00 pm – 09:30 pm**
- **Sunday : 10:00 am – 01:15 pm**

## Program Content

- Managerial Communication
- Managerial Accounting
- Business Economics
- Organization Behaviour
- Quantitative Methods
- Financial Management
- Marketing Management
- Business Laws
- Consumer Behaviour
- Financial Markets
- Strategic Management
- Human Resources Management
- Operations Management
- Advanced Corporate Finance
- Digital Marketing / e-commerce
- Dissertation

## Program Objectives

- To provide an opportunity to the participants to earn a professional qualification in General Management while working
- To develop a General Manager's perspective of Business
- To equip participants with appropriate tools and techniques to take effective and considered business decisions
- To help develop scientific thinking through extensive use of cases and other pedagogy

## Eligibility and Requirements

- Working Executives with Graduation from a recognized University in any discipline with minimum 2 years of experience
- Entrepreneurs with Graduation from a recognized University in any discipline, owning their own business for past 2 years.

## Programme Commencement

The batch would commence in October 2017

## Selection Process

Participants will be selected based on interviews. Interviews will be jointly conducted by faculty of XLRI and XIMR



# RESEARCH & PUBLICATION

Research provides a major interface with the wider academic and business world. It provides new theoretical frameworks that enable re-assessment and refinement of current practices and thinking. Groundbreaking interdisciplinary research by the faculty and doctoral students feeds directly into an enhanced learning environment at the Institute and indirectly to a wider audience of practicing managers and teachers of management. It strengthens teaching efforts of faculty by reflecting the frontiers of knowledge in different management domains. By integrating current developments of business environment with fundamentals of subjects, the students develop a holistic perspective of business and the challenges lying before them. The diversity and depth of research and publication activity undertaken at XLRI during 2016-17 is evident from the report.



## Research & Publication at XLRI

Type	2012-13	2013-14	2014-15	2015-16	2016-17
Articles in journals (International)	29	19	22	41	57
Articles in journals (National)	16	20	28	19	11
Books	3	4	5	6	4
Book Chapters	10	3	5	7	5
Cases / Notes	15	14	21	21	22
Working Papers	36	58	36	72	53
Papers Presented at Conferences (International)	32	51	18	38	47
Papers Presented at Conferences (National)	6	26	18	15	35





# CAMPUS LIFE AT XLRI





Life at XL is a vibrant blend of class lectures, study sessions, management fests and competitive sports meets. The unique XL culture springs from its closely knit student community. An environment of caring and sharing is what makes this B-school different. Despite a highly competitive spirit amongst students to excel academically, the atmosphere outside the classroom is one of great comradeships. A fresher is greeted with warmth and is made a part of the student fraternity. An intense academic rigour and an incredible phenomenon called the XL culture together make up for a hectic yet heady concoction of work and play. As all programmes are residential, the seniors and juniors share an amicable relation. It is hence no surprise that XLRI has the most extensive alumni network among all Indian B-schools.

Team work is stressed throughout your life at XL. In fact the environment of bitter rivalry among students that traditionally prevails in B-schools has been removed through conscious efforts by the institute. Instead, an atmosphere of collaboration and cooperation has been carefully nurtured over the years and this makes XLers excellent team players and leaders in every organisation that they become a part of.

In addition to this, XLRI lays great emphasis on ethics and on social responsibility. The institute is highly regarded in the corporate world for its efforts to instill these qualities in tomorrow's business leaders. Built into the curriculum are novel concepts like the Village Exposure Programme that develop social awareness by taking every student back to their roots.

For an Xler there is something happening at XL all the time. There are conferences, seminars, guest lectures and workshops where a student is exposed to diverse views, opinions and ideas of many of the greatest minds in the world of business. Yet, a good part of the XL life will not just be academic. There is the marketing extravaganza

– MAXI fair, the annual management fest; Ensemble and XL-IIMC sports meet.

A student, irrespective of his/her stream, always finds an opportunity to explore every interest. Innovation is religion at XL and a little initiative can take you a long way.

The formal and informal committees at XLRI take full advantage of this freedom and involve the XLers in numerous activities that helps one to experiment and explore new management avenues.



# STUDENT ACTIVITIES &





# SOCIETIES ON CAMPUS





*XLRI aims at the overall development of its students and encourages them to hone their extracurricular skills along with academics. All activities on campus are organised and managed by the students through various committees. The Student Affairs Council (SAC) is the apex body representing the student's body of XLRI. There are different student committees on campus that deal with various functional areas of management as well as personality development.*

**SAC (Students Affairs Council)** is the apex body and the representative council of the students of XLRI. It is the policymaking body, and the interface between the students and the administration. SAC directs and governs all activities that happen on campus and strives for continuous betterment of the entire course and student amenities.

**ENSEMBLE** the annual inter B-school management fest, is the flagship event of XLRI. A wide variety of events and games are organised to test the future managers in various functional areas of management and nurture the spirit of innovation and competition.

**VALHALLA** the annual inter B-school sports and cultural festival, is organised by all the extracurricular committees on campus. The festival aims to increase interaction and build healthy relationships among students of top B-schools of the country. It provides a platform to compete with each other in non-academic events and apply their management learning in sports, drama, singing and dance events.

**ALUMNI COMMITTEE** endeavours to connect and engage with alumni of XLRI and build lifelong and mutually beneficial relationship with them. The committee organizes Summer Alumni Meets, Alumni Homecoming, Silver Jubilee and other reunions.



**AXIOM (Association at XLRI for Industrial and Operations Management)** is a society that aims to extend and integrate knowledge that contributes to the improved understanding and practice of operations, analytics and supply-chain management. AXIOM strives to accomplish this through guest lectures, workshops, competitions, live projects, plant tours and affiliation with international organizations.

**ISEP (International Student Exchange Program)** is the student body representation of the International Student Exchange Program of XLRI. The committee is responsible for creating and managing partnerships with foreign universities. ISEP also facilitates the entire application process of the outgoing XLRI students. ISEP maintains collaboration with the student exchange committees of other IIMs to procure best deals for XLRI students for insurance, visa, travel cards etc. ISEP also organizes Model United Nations (MUN) in Ensemble Valhalla.

**CII-YI (CII Young Indians)** chapter at XLRI is established in collaboration with Yi (Young Indians), which is an integral part of CII (Confederation of



Indian Industry). The Yi net at XLRI is an initiative to empower the students to work towards the development of education, employability, environment, youth affairs and health sectors.

**CRUX (Consulting and Research Undertaking at XLRI)** aims to develop consultancy skills, to nurture research initiatives, and to undertake activities for promotion of consulting as a career. The committee initiatives are also focused towards branding XLRI as a recruitment destination for top consulting firms.

**DRACULA (Dramatics and Cultural Association of XLRI)** is where students let their creative instincts take over. Dance Sagas, debates, theatrical productions, street plays, quizzing leagues and literary pursuits ...this is where it all happens. The house of DRACULA welcomes all artists with open fangs.

**ECT (Ensemble Core Team)** is responsible for organizing Ensemble, the annual international management festival of XLRI. Ensemble, one of the most-awaited events on B-school circuit, serves as a platform for the brightest minds to showcase their skills in events catering to different management disciplines.

**ENTREPRENEURSHIP CELL** of XLRI works to create a culture of entrepreneurship for all the stakeholders of the institute -- students, alumni and faculty. The group of students along with its advisory board, comprising faculty members and eminent guests, strives to inculcate and nurture the spirit of entrepreneurship.

**SAPPHIRE (Students' Association for the Promotion of Personnel Management, Human Resources and Industrial Relations)** is a student's body aiming to integrate the experiences of practitioners with the theoretical knowledge of academicians in the area of human resource development. SAPPHIRE organizes a consortium of events, which serve as a platform for debating and discussing state-of-the-art

HR and Industrial Relations practices.

**SIGMA (Social Initiative Group for Managerial Assistance)** creates a platform to network with NGOs, corporate governance cells and government departments for the purpose of community capacity building. The main aim of this student body is to help NGOs formulate effective fund-raising strategies, develop new programmes, curtail expenses and perform better.

**SPICMACAY XLRI**, a student chapter of SPICMACAY, brings a kaleidoscope of Indian art forms to XLRI. The society organizes performances by professional artistes and cultural events.

**SOCRATES (Society for the Rapid Assimilation of Technology and Systems at XLRI)** provides a thrust to the systems area of academics, while also ensuring that the IT infrastructure of the campus is up to the mark. It organizes various workshops and seminars to keep students abreast of the latest developments in systems and technology.

**SPORTSCOM (Sports Committee)** provides students with opportunities to relieve the stress of academic rigour and focus on personal development. It interfaces with the administration and is responsible for developing and

maintaining the sports infrastructure on campus that includes gym, tennis, basketball, volleyball courts, football field, cricket pitches, etc.

**XLANC (XLRI Adventure & Nature Club)** organizes various adventure activities and emphasizes the responsibility of future managers towards the environment and community. These activities help students move out of their comfort zone and experience and learn new things. Some of the events organized are trekking, wall-climbing, water-rafting, go-karting, horse-riding, archery, rifle-shooting, obstacle races, eco-friendly activities and term-break trips. XLANC is credited with making XLRI the first Indian B-school to encourage experiential learning in the

form of a leadership expedition to Mt. Everest base camp.

**X-LEAD (XLRI student committee for Leadership, Ethics and Diversity)** is the student wing of the Centre of Global Management and Responsible Leadership (CGMRL). The aim of the committee is to develop ethical and global perspectives of students on campus. X-LEAD would do this through awareness programs, competitions and research in different countries.

**Infracom (The Infrastructure Committee)** acts as an interface between the student body and the administration to look after the maintenance of the student hostels and messes. It drafts new proposals for approval by administration as and when the need arises in the student residential areas and liaise with the administration to negotiate with the mess contractors and look after the workers in the mess. Handles mess bills and infrastructural complaints in the hostels.

#### **Exlink (External Linkages)**

External Linkages, fondly known as Exlink, was founded in 1999 to mark XLRI's golden Jubilee celebrations and as a step ahead in the journey of branding XLRI. Exlink is a student run committee with a team of diverse individuals who work constantly year-round with other committees on campus and adeptly handle the various branding channels and platforms for promoting XLRI. Exlink is the committee entrusted with building the brand and handling media management of XLRI Jamshedpur. ExLink is also responsible for handling XLRI's admission and onboarding process every year, and to maintain the official student blog, XLMeriJaan.

water-rafting, horse-riding, archery, rifle-shooting, obstacle races, eco-friendly activities and term-break trips. XLANC is credited with making XLRI the first Indian B-school to encourage experiential learning in the form of a leadership expedition to Mt. Everest base camp.



# ALUMNI RELATIONS

XLRI believes that its Alumni can play a significant role in its growth and development. The alums not only play a significant role in its various activities, but also in its governance as the Board of Governors constitutes a large cross section of the distinguished alumni of this institute.

XLRI has created a strong alumni base of 16,000 spread all over the globe. The institute keeps in touch with its alumni through major events that it organizes throughout the year. Summer meets in various cities both in India and abroad, the Re-unions of different batches and the Annual Homecoming needs special mention. Last year we had more than 1400 alumni participating in the Summer Meets. The institute confers the Distinguished Alumni Award on its highly acclaimed Alums in a glittering function in December. The Alumni office is always trying to reconnect the Alumni with the Institute.

We also have an Alumni Portal which has become a center for alumni interaction. Presently, we have more than 10,000 alumni registered in the portal. The major services include: availing online course transcripts, duplicate certificates and letter for reference, requests for teaching in the institute. Currently we are updating our Alumni Portal to include more services for the Alums.

## INDIA

### **Abraham Chacko (75BMD)**

Mentor on 1Crowd,  
Former Executive Director  
Federal Bank

### **B Muthuraman (75BME)**

Former Vice Chairman of Tata Sons &  
Former Chairman of XLRI

### **KC Sood (75BME)**

Managing Director  
Predominant Engineers &  
Contractors Pvt. Ltd.

### **Sanjiv Bhasin (77BMD)**

CEO at AfrAsia Bank Ltd.

### **Mario Lobo (77PMIR)**

Managing Partner  
Ray & Berndtson  
MD, Personnel Search  
Services Pvt. Ltd.

### **Ranaveer Sinha (78BMD)**

Senior Advisor  
Tata Hitachi Construction  
Machinery Co. Ltd.

### **Bijou Kurian (81BMD)**

Board Member - L Capital Asia &  
Mentor

### **N Krishna Kumar (81BMD)**

Executive Chairman  
Mind Tree Consulting

### **Aquil Busrai (72PMIR)**

Chief Executive Officer at Aquil Busrai  
Consulting  
India

### **Prabhakar Jain (81BMD)**

CEO International Business at Pidilite  
Industries

### **Sandeep Bakshi (81BMD)**

MD & CEO, ICICI Prudential

### **R Rama krishnan (82BMD)**

Vice Chairman, Jt. Managing  
Director & Group CEO  
Polycab Group

### **Zarir Langrana (82BMD)**

COO  
Tata Chemicals Ltd.

### **NS Rajan (83BMD)**

Member – Group Executive Council and  
Group Chief Human Resources officer,  
Tata Sons

### **Chandramouli Venkatesan (91BM)**

Managing Director at Mondelez India  
Foods Pvt. Ltd.  
India

### **Arun Dey (83BMD)**

Chief Executive - Automotive  
Reliance Retail Ltd.

### **Mervyn Raphael (83PMIR)**

Managing Director  
People Business India Pvt. Ltd

### **Vineet Nayar (85BMD)**

Author of 'Employees First, Customers  
Second'  
Founder, Sampark Foundation & Former  
CEO of HCL Technologies Ltd

### **PS Jaya Kumar (86BMD)**

CEO & Managing Director,  
Bank of Baroda

### **Madhukar Kamath (BMD-76)**

Group CEO and MD at DDB Mudra  
Group

### **Sanjeev Kapur (BMD-98)**

Chief Marketing Officer (Asia Pacific,  
Europe, Middle-East & Africa)

### **Jamshed Daboo (86BMD)**

MD at Trent Hypermarket Ltd

### **Ankur Gupta (IAS) (88BM)**

Director General Higher  
Education, Haryana

### **S V Nathan (83PMIR)**

Human Resources Leader at Deloitte

### **Ajay Kaul (89BMD)**

CEO  
Domino's Pizza (India)

### **Amar Babu (89BMD)**

COO, Lenovo Asia Pacific Chairman  
Lenovo India

### **Shankar Narayanan (89BMD)**

Managing Director  
Carlyle Group (India)

### **Rajiv Burman (89PMIR)**

Head of Human Resources APAC at IT,  
India

### **Sanjay Bhandarkar (90BMD)**

Senior Advisor at Rothschild India

### **Anurag Behar (92BMD)**

Co-CEO, Azim Premji Foundation  
Vice Chancellor,  
Azim Premji University

### **Ashish Rajpal (92BMD)**

Founder at XSEED Education  
iDiscoveri

**CVL Srinivas (93BMD)**

CEO  
GroupM, South Asia  
India

**Sadashiv Nayak (94BMD)**

Joint CEO  
Future Value Retail

**Gopal Nagpal (94PMIR)**

Partner  
Ernst & Young

**Rekha Menon (81PMIR)**

Chairman and MD  
Accenture India

## ABROAD (Corporate)

**Rakesh Kapoor (82BMD)**

Global CEO  
Reckitt Benckiser  
UK

**Matangi Gowrishankar (79PMIR)**

Global Head of Capability Development  
British Petroleum  
Singapore

**Jose Parayanken (80 BME)**

Chairman and MD  
Mozambique Holdings Pvt. Ltd.  
Maputo, Mozambique

**Anup Kuruvilla (81BM)**

C Founder at 1Crowd  
Former Founder of Smart Dragons  
(Asia Pacific) Ltd.  
Hong Kong

**KP Naidu (81PMIR)**

Co-Founder, SVP - Product Delivery &  
Engineering at Stealth Startup  
San Francisco Bay Area  
Information Technology and Services

**V Narayanan (83BM)**

Director | Distribution & Supplies Sales  
Hewlett-Packard Asia Pacific Pvt. Ltd.  
Singapore

**Jaspal Bindra (84BMD)**

Executive Chairman  
Centrum Group

**Jacob R Robbins (84PMIR)**

Chief Executive Officer at Emeterra  
Singapore

**Leena Nair (92PMIR)**

Chief HR Officer  
Unilever; London

**Johnson Alexander (81PMIR)**

Director of Human Resources and QHSE  
at Dulsco,  
Dubai

## ABROAD (Academics)

**Avijit Ghosh (74BMD)**

Dean of College of Business  
& Professor  
of Business Administration  
University of Illinois  
USA

**Dr. Raghu Garud (80BMD)**

Research Director, Farrell Center  
for Corporate Innovation and  
Entrepreneurship, Pennsylvania State  
University

**Gerard Tellis (77BMD)**

Professor at University of Southern  
California  
USA

**Kannan Srinivasan (80BMD)**

Rohet Tolani Distinguished  
Professor in International Business  
H.J. Heinz II Professor of Management,  
Marketing and Information Systems  
Carnegie Mellon University

**Akshay R Rao (80BMD)**

Chair, General Mills Professor of  
Marketing  
Carlson School of Management  
University of Minnesota  
USA

**Hayagreeva Rao (80PMIR)**

Professor of Organizational Behaviour,  
Stanford Graduate School of Business  
USA

**Sarosh Kuruvilla (81PMIR)**

Professor of Industrial Relations  
& Labour Law  
Cornell University Graduate School  
Ithaca, New York  
USA

**Neeraj Dawar (87BMD)**

Nabisco Professor of Marketing

Richard Ivey School of Business,  
University of Western Ontario  
Canada

**Girish Punj (74BMD)**

Marketing Educator, Trainer, Consultant,  
Marketing Analytics, Predictive  
Modeling, Big Data, Text Mining, Data  
Science  
Hartford, Connecticut Area

**GMP****Sunil Kumar Nandamudi (2006)**

Head, Sustainability at Royal Bank of  
Scotland, Asia Region and CEO at RBS  
Foundation India

**Girish Hukkeri (2008)**

Founder & CEO, Embryo Fund

**Vineet Choudhary (2008GMP)**

Country Manager at Arcelor Mittal  
Distribution Solutions, Dubai

**Dipankar Sengupta (2003)**

Regional Director & Europe Sales Lead  
(ADM) at Ericsson  
London, United Kingdom

**Kumara Guru DNV (2005)**

Director – External Relations and  
Human Resources at Indian School of  
Business

## DEVELOPMENT SECTOR

**Gargi Banerjee (88PMIR)**

Founder & Director at Pragya  
Gurgaon-India

**Ashraf Patel (90PMIR)**

Founder, Pravah & Winner of Ashoka  
Fellowship 1995.  
New Delhi

**Mahesh Yagnaraman (88BM)**

Co-Founder & MD First Energy Private  
Ltd Pune | Maharashtra, India

**Kumar Ankit (2011BMD)**

Co-founder Nature Mitra Tech Solutions  
Pvt Ltd

# PLACEMENTS

01

## Placement Process

XLRI has always been successful in fulfilling the dreams of young aspiring managers. The quality of placements at XL stands testimony to the faith placed in its students by the industry. Placements in the institute are exclusively conducted by the Student Placement Committee. The committee does the yeoman's service by acting as an interface between companies and students for a smooth placement season.

02

## Summer Internship Process (SIP)

The Summer Internship Process (SIP) is an integral part of the post graduate programme (PGDBM and PGDHRM), where students intern with an organisation for 8-10 weeks after the completion of the first year. The internship provides students an opportunity to gain firsthand experience in a particular domain by providing them with opportunities to improve, innovate and obtain an industrial perspective to the learning's imbibed in the first year. Over the years, industry leaders like BCG, HUL, P&G, ITC, Nestle, GSK, Mondelez International, Citibank, Standard Chartered, KPMG, EY, PwC, Microsoft, Aon Hewitt, TAS, Aditya Birla Group, Carlyle Group, Coca - Cola, Colgate Palmolive, Pepsi and Marico among others have recruited interns from XLRI. Various roles across different domains are offered both at domestic and international operations, reinforcing the institute's standing as a fountainhead of talent in the country. During internship companies get a chance to evaluate interns in a real business situation thus resulting in a number of job offers.

03

## Lateral Recruitment Process (LRP)

The Lateral Recruitment Process (LRP) at XLRI offers students with prior work experience an opportunity to enter the corporate world at middle and senior level positions. The LRP over the previous years has seen companies offering middle level positions to students in domains such as Finance, Marketing, Consulting, HR & General Management. Companies such as ABG, Accenture, Deloitte, Mahindra, EY, Cognizant Business Consulting make their presence known. With the resounding success of lateral recruitments this year, XLRI has once again reaffirmed its place amongst the top B-Schools in the country

04

## Campus Recruitment Process (CRP)

The Campus Recruitment Process happens during the last term of the graduating year. A formidable array of national and international companies visits the campus each year in search of talented students. Despite the fluctuating economic scenario, the CRP over the years, continues to deliver its promise of bringing in the best roles and offers to campus. XLRI continues to be one of the few recruiting destinations for organisations such as McKinsey & Co., Accenture Management Consulting, Deloitte, KPMG, EY, PwC, etc. Tata Administrative Services (TAS), Star India, HUL, ITC, Mondelez International, Asian Paints, Pepsi, GSK, etc. continue to recruit a major portion of the batch for a diverse set of roles. The finance domain sees offers coming from, , DBS, ICICI, Goldman Sachs, Axis Bank, Yes Bank among others.

XLRI continues to extend its dominance as the premier HR destination for the corporate sector. The quality of roles offered on campus stand testimony to the depth of corporate trust and to the quality of students at XLRI.



# OUR RECRUITERS

- Accenture
- Accenture Strategy
- Aditya Birla Group
- Airtel
- Amazon
- American Express
- Aon Hewitt
- Asian Paints
- Avendus Capital
- Aviva Life Insurance
- Axis bank
- Bharti Axa Life Insurance
- Britannia
- Cairn India
- Capgemini
- Citibank
- Coca Cola
- Cognizant
- Colgate Palmolive
- DBS
- Deloitte
- Dr. Reddy's Laboratories
- Edelweiss
- Everest Group
- Ernst & Young
- Flipkart
- GE
- Glaxo SmithKline
- Godrej
- Goldman Sachs
- Hay Group (now Korn Ferry)
- HCCB
- HCL Technologies
- Hindustan Unilever
- HSBC
- IBM Consulting
- ICICI
- ITC
- Johnson & Johnson
- JP Morgan Chase
- KPMG
- Lenovo India
- Lodha Group
- Mahindra
- Marico
- McKinsey & Company
- Medtronic
- Mercer Human
- Resources Consulting
- Microsoft
- Mondelez
- Murugappa Group
- Nestle India
- Novartis
- Ola Cabs
- PepsiCo
- Philips India
- Price Water House Coopers
- Procter & Gamble
- Reckitt Benckiser
- Reliance Communications
- Reliance Industries
- Roche
- Rothschild India
- RPG Enterprises
- SBI Capital Markets
- Siemens
- Standard Chartered
- Star TV
- Sun Pharmaceuticals
- TAS
- Tata Steel
- Tata Strategic
- Management Group
- The Boston
- Consulting Group
- The Carlyle Group
- Uber
- Vector Consulting
- Wipro
- Yes Bank



# FACULTY PROFILE

*XLRI has professionally qualified and experienced permanent faculty drawn from various streams of management disciplines. A balanced mix of academicians, researchers and professionals from public and private sectors and public systems with rich research and managerial experience contributes to the institute's academic excellence and character. Part-time and visiting faculty also contributes in enriching the quality of core courses and electives offered to students. The faculty members are grouped under the following nine areas:*

## Areas

- Economics
- Finance
- General Management
- Human Resource Management\
- Information Systems
- Marketing Management
- Organizational Behavior
- Production, Operations and Decision Sciences
- Strategic Management

## Economics

**Arundhati Sarkar Bose**  
PhD (JNU)

**Purna Chandra Padhan**  
PhD (University of Hyderabad)

**Prabal K Sen**  
MA (Eco), Calcutta University

**Santanu Gupta**  
PhD (IGIDR Mumbai)

**Suma Damodaran**  
Fellow (IIM Bangalore)

**Sumit Sarkar**  
PhD (JNU)

**Vishwa Ballabh**  
PhD (New Delhi)

## Finance

**A Kanagaraj**  
PhD (Pondicherry University)

**Gourav Vallabh**  
PhD (University of Rajasthan)

**H K Pradhan**  
PhD (Pune)

**Pitabas Mohanty**  
Fellow (IIM Bangalore)

**Prantik Ray**  
MBA (Finance); MA (Eco.); DBF, ICFAI

**Ram Kumar Kakani**  
B. Tech (Andhra Univ.), Fellow (IIM-C)

**Sabyasachi Sengupta**  
Chartered Accountant, ICAI;  
Cost Accountant, ICWAI;  
Company Secretary, ICSI

**Santosh Kumar Sangem**  
Fellow (IIM Calcutta)

**Uday Damodaran**  
Fellow (IIM Bangalore)

**Trilochan Tripathy**  
Ph.D. - Utkal University

## General Management

**Francis M Peter, S.J.**  
PhD (Trichy)

**Doris D'Souza, A.C.**  
PhD (Bangalore University)

**Jerome Cutinha, S.J.**  
PhD (University of Madras)

**Oswald AJ Mascarenhas, S.J.**  
PhD (Wharton School of Business, USA)

**Rahul Kumar Shukla**  
PhD [University of Lucknow]

**Sunil Kumar Sarangi**  
MBA (Bharti Vidyapeeth, Pune University)

**Paramjyot Singh**  
PhD (Utkal)

## Human Resource Management

**Anita Sarkar**  
Fellow (IIM Ahmedabad)

**K R Shyam Sundar**  
PhD (Bombay University)

**L Gurunathan**  
Fellow (IIM Ahmedabad)

**M G Jomon**  
Fellow (XLRI - AHRD)

**M Srimannarayana**  
PhD (Utkal)

**Pranabesh Ray**  
Fellow (IIM Ahmedabad)

**Pramod Kumar Padhi**  
PhD (Berhampur)

**Soumendra N Bagchi**  
Fellow (IIM Ahmedabad)

**Santanu Sarkar**  
PhD (Indore)

**Jerome Joseph**  
PhD (Madras)

**Tina K Stephen**  
LLM, Cochin University of  
Science and Technology

**Jatinder Kumar Jha**  
Fellow (IIM Ahmedabad)

## Information Systems

**Ashis K Pani**  
PhD (IIT Kharagpur)

**Rajeev Sharma**  
Fellow (IIM Bangalore)

**Soumyakanti Chakraborty**  
Fellow (IIM Calcutta)

## Library & Information Science

**Bino Jose**  
PhD (Berhampur University)

## Marketing Management

**Arpita Srivastava**  
MBA (Marketing);  
Fellow (MDI Gurgaon)

**Basant Kumar Purohit**  
FPM (IIM Ahmedabad)

**D Israel**  
PhD (Pondicherry)

**Debasis Pradhan**  
Fellow (IRMA)

**Narasimhan Rajkumar**  
PhD (Utkal University)

**Pingali Venugopal**  
Fellow (IIM Ahmedabad)

**Ravi Shekhar Kumar**  
FPM (IIM Lucknow)

**Sanjay Patro**  
PhD (Berhampur)

**Sanjeev Varshney**  
Fellow (MDI Gurgaon)

**Smitu Malhotra**  
PhD (IIT Kharagpur)

**Teidorlang Lyngdoh**  
FPM - IIMK - (Pursuing)

## Organisational Behaviour

**Antony Uvary, S.J.**  
Ph.D. (Madras Univ.)

**E Abraham, S.J.**  
PhD (Gujarat University)

**E S Srinivas**  
PhD (Osmania)

**Gloryson RB Chalil**  
FPM (IIM Bangalore)

**Manish Singhal**  
Fellow (IIM Calcutta)

**Madhukar Shukla**  
PhD (IIT Kanpur)

**R K Premarajan**  
PhD (IIT Bombay)

**Rahul Chandra Sheel**  
Fellow (IIM Ahmedabad)

**Nelson Ashok D'Silva, SJ**  
FPM (XLRI)

## Production, Operations and Decision Sciences

**Abhishek Chakraborty**  
Fellow (IIM Calcutta)

**Ajit Kumar J**  
PhD (IIT Madras)

**Amitava Mukherjee**  
PhD (Calcutta University)

**Bijaya K Mangaraj**  
PhD (IIT Kharagpur)

**Dipankar Bose**  
Fellow (IIM Calcutta)

**Dilbag Singh Broca**  
PhD (Thapar University,  
Patiala)

**Rajiv Misra**  
BE (Mech.) Roorkee;  
MS (Industrial), State Univ. of  
New York, Buffalo, USA

**Supriya Kumar De**  
PhD (IIT Kharagpur)

**Tamonas Gangopadhyay**  
PhD (ISI Calcutta)

**TAS Vijayaraghavan**  
Fellow (IIM Bangalore)

**Trishit Bandyopadhyay**  
Fellow (IIM Bangalore)

## Strategic Management

**Apalak Khatua**  
Fellow (IIM Calcutta)

**Atul Arun Pathak**  
Fellow (IIM Ahmedabad)

**Indrajit Mukherjee**  
FPM (IIM Calcutta)

**Munish Kumar Thakur**  
Fellow (IIM Calcutta)

**Manoj Thomas**  
Fellow (IRMA)

**Saroj Kumar Pani**  
Fellow (IIM Bangalore)

**Tata L Raghu Ram**  
PhD (Biodiversity Impact  
Assessment,  
Saurashtra University)

**Saurabh Kaushik Pandya**  
FPM (IIM-Bangalore)

**Kalyan Bhaskar**  
Fellow (IIM Ahmedabad)



# LIST OF VISITING FACULTY

**Dr Anand**

Assistant Professor  
Indian Institute of Management  
Ranchi

**Dr Angshuman Ghosh**

Manager – Consumer Insight  
Star India  
Mumbai

**Dr Anita Gupta**

Director  
Ahaana Communications  
Jamshedpur

**Mr Atanu Ghosh**

Founder  
Salt n Soap  
Kolkata

**Mr Avneesh Gupta**

Principal Executive Officer  
Tata Steel  
Jamshedpur

**Mr Bijon Pani**

Portfolio Management Advisor  
Yati Capital  
London, UK

**Mr Bushen L Raina**

Ex - Managing Director  
The Tinplate Company of India  
Jamshedpur

**Mr D P Ghosh**

Consultant  
Kolkata

**MsDebobani Sengupta**

Consultant  
Jamshedpur

**Dr E M Rao**

Consultant  
Hyderabad

**Prof Gautam Huidrom**

Assistant Professor  
Rajiv Gandhi University  
Arunachal Pradesh

**Mr Goutam Mukherjee**

Proprietor  
Creative Information Systems  
Kolkata

**Dr Goutam Sengupta**

Vice-Chancellor  
Techno India University  
Kolkata

**Mr James Davis**

Consultant  
Jamshedpur

**Prof M N Tripathi**

Professor – Marketing  
Xavier Institute of Management  
Bhubaneswar

**Dr M Kannadhasan**

Associate Professor  
Indian Institute of Management  
Raipur

**Prof M V S Kameshwar Rao**

Associate Professor  
XIMR  
Mumbai

**Dr Manimay Ghosh**

Professor  
Xavier Institute of Management  
Bhubaneswar

**Dr Mukesh Chaturvedi**

Consultant  
Delhi

**Mr Naveen N**

Chartered Accountant  
Mangalore

**Dr Pallab Bandyopadhyay**

Consultant  
Bangalore

**Mr Prakash Nahata**

CEO  
Anthroplace Consulting Private Limited  
Kolkata

**Dr Praveen Kumar**

Professor  
JSS Centre for Management Studies  
Mysore

**Dr Rachana Baid**

Adjunct Associate Professor  
National Institute of Securities Markets  
Navi Mumbai

**Mr Rajiv Bhutani**

Consultant  
Kolkata

**Dr Ramendra Singh**

Assistant Professor  
Indian Institute of Management  
Calcutta

**Mr Randhir Prasad Singh**

Consultant  
Jamshedpur

**Dr Richard Dehner Sibbernsen**

Retired Executive Vice President  
AT&T Illinois, USA

**Mr S N Venkataramanan**

Senior Associate Director, PGPP  
Singapore Management University  
Singapore

**Mr Sanjay Kumar Singh**

Sr Faculty  
Indian Institute of Coal Management  
Ranchi

**Dr Sanjit Sengupta**

Professor of Marketing  
College of Business  
San Francisco State University  
San Francisco

**Dr Santanu K Ganguli**

Professor  
Xavier University  
Bhubaneswar

**Mr Satya Chaitanya**

Consultant  
Jamshedpur

**Dr Sharad Sarin**

Ex-Faculty  
XLRI  
Jamshedpur

**Dr Soumya Guha Deb**

Professor  
Xavier Institute of Management  
Bhubaneswar

**Mr Sourav Sanyal**

Chinese Language Instructor  
Ramakrishna Mission Institute of  
Culture  
Kolkata

**Mr Subhasish Mukherjee**

Assistant Vice President  
Tecpro Systems Limited  
Kolkata

**Mr Sudipto Sarkar**

Chief Quality Assurance, Flat Products  
Tata Steel  
Jamshedpur

**Prof V G Sarangan**

Professor & PGP Chairman  
SMOT School of Business  
Chennai

**Mr Venkatesh S P**

Consultant  
Chennai

**Mr Vinaya Nand Pandey**

Consultant  
Jamshedpur

# XLRI ADMINISTRATION

**E Abraham, S.J.**  
Director

**Dr Ashis K Pani**  
Dean [Academics]

**Dr Santanu Sarkar**  
Associate Dean – Executive  
Programs

**Dr Ram Kumar Kakani**  
Associate Dean – VIL Programs

**Dr Soumyakanti Chakraborty**  
Chairperson, Information  
Technology

**Fr E Abraham, S.J.**  
Chairperson, PF Trust

**Dr Madhukar Shukla**  
Chairperson – Fr Arrupe Centre  
for Ecology & Sustainability  
[FACES]

**Dr Bino Jose**  
Librarian

**Mr Martin Shah**  
Head – HR & Procurement

**Mr Kamlesh Thakkar**  
Finance & Accounts Officer

**Mr James Tirkey**  
Administrative Officer

**Mr Tarit Mondal /  
Mr Mark Reed**  
MDP Residence / International  
Centre

**Ms Shanta Toppo**  
Infirmary – Staff Nurse

**Fr Jerome Cutinha, S.J.**  
Dean [Administration & Finance]

**Dr M G Jomon**  
Associate Dean – Corporate  
Programs

**Dr Pranabesh Ray**  
Chairperson, Alumni Relations

**Dr Uday Damodaran**  
Chairperson, Placement [BM &  
HRM]

**Prof. Vishwa Ballabh**  
Chairperson, Entrepreneurship  
Development Centre

**Fr Oswald Mascarenhas, S.J.**  
JRD Tata Chair Professor of  
Business Ethics & Student  
Counselor

**Mr Sunil Varughese**  
Chief Brand & Sustainability  
Officer

**Mr Arijit Bose**  
Consultant – Industry Interface

**Mr SK Tiwary**  
MDP [Marketing]

**Mr Lazerus Athaide**  
Officer - Maintenance of Campus  
and Residences

**Mr Surendra Sharma/  
Mr Prasanth Kumar**  
Physical Trainers

**Fr Antony Uvari, S.J.**  
Associate Dean – Student Affairs &  
Admn and Chairperson, Admissions

**Dr Pitabas Mohanty**  
Associate Dean – FPM, Research

**Dr Pingali Venugopal**  
Chairperson, International Relations

**Prof. Sabyasachi Sengupta**  
Chairperson, Placement [GMP]

**Dr Smitu Malhotra**  
Chairperson, Committee Against Sexual  
Harassment [CASH] at the workplace

**Prof. Rajiv Misra**  
Career Services & Industry-Institute  
Interaction

**Mr T Madhu Swamy**  
Head – Placement

**Mr Om Shankar**  
Chief Security Officer

**Mr Debashish Kumar**  
Computer Services

**Mr Constantius Ekka**  
Officer – In-charge of Maintenance &  
Maintenance Staff

**Mr Pranab Kumar Shaw**  
Civil Works

# CENTRES OF EXCELLENCE AT XLRI

## Centre for e-Business

Established in 2004, the Center for e-Business is the most recent industry-institute interfacing initiative of XLRI. The centre carries out leading edge research in e-Business and papers published in well-known scholarly journals as well as conferences and trade magazines. The various research areas include e-Business Strategy, Enabling Technologies, e-Supply Chain Management, e-Customer Relationship Management, Knowledge Management, Human Resource Information System (HRIS), Internet Security and other related areas.

## Centre for Education Management, Leadership and Research

(CEMLR) was established in 1980 at XLRI, Jamshedpur with the primary aim of serving the most significant and largest enterprise in the country, viz., education – to help innovate teaching methodology, develop relevant course designs and curricula, and to impart effective management techniques to principal stakeholders of educational institutions.

## Centre for Financial Markets

The Financial Market Centre (FMC) at XLRI is devoted to research, training and consulting needs of the Indian financial services industry. The research agenda of the centre focuses on the broad areas of financial markets such as equity market, derivative markets, market microstructure issues, securities market regulations and investment banking.

## Centre for Human Resource Development (CHRD)

The centre for HRD (CHRD) undertakes research, conducts training programs and organizes conferences to support the knowledge creation and dissemination

in the area of Human Resource Management. CHRD has pioneered a number of initiatives such as housing of the first secretariat of National HRD Network, starting the NHRD Newsletter, conducting HRD conferences, etc. Research in the area of Organizational Career Development, Webinar series on topical areas as well as Blended International conference on Competency Measurement are some of the areas that the centre is focusing in the current year.

## Centre for Logistics and Supply Chain Management (CLSCM)

The Centre for Logistics and Supply Chain Management in XLRI was set up to cater the growing challenges in logistics/ supply chain management. The centre provides leadership for evolving logistics/supply chain profession through development, dissemination and advancement of logistics and supply chain knowledge.

## Centre for Rural Management

XLRI established the Centre for Rural Management in 1992 with the objective: to build new rural management knowledge; create a new breed of leaders who have capability of making Indian rural society vibrant and identify constraints and impediments of rural development. The centre's mandate is to create leaders and change agents for the development of an equitable and just society for women, children and the underprivileged.

## Centre for Small Enterprises

The Centre was set up in 1995 to serve as a nodal agency in the Eastern Region for the promotion of entrepreneurship and the effective management of small and medium sized Enterprises (SMEs) in India. It acts both as an incubator for small enterprise startups and a business development service centre for existing

SMEs. Its activities include research, database development, training and consultancy on issues of interest to new startups existing SMEs, closely held family businesses, women entrepreneurs and voluntary agencies and government departments working in the area of enterprise development. It functions through effective networking with banks, industry associations and government and non-government agencies.

## Entrepreneurship Development Centre

The Entrepreneurship Development Centre was established in 2007 to promote entrepreneurship largely through education and research. A full-time, six-month Post Graduate Programme for Certificate in Entrepreneurship Management (PGP-CEM) was launched during the academic year 2009-10. This programme has been designed to provide competency-based education to eligible candidates.

This year the programme has been reviewed and re-designed to make it more effective. Apart from a number of foundation and perspective courses, required for the execution of entrepreneurial ventures, a week-long workshop is scheduled followed by a prototype business plan under the mentorship of a faculty member. This will constitute as an integral part of the programme. In the last term there will be entrepreneurial conference and exhibition of individual/group business idea followed by pitching and venture funding.

The centre provides support to interested students of XLRI from different programmes – including its flagship programmes in design and conceptualization of entrepreneurial ventures in various fields of business and in obtaining institutional support – to government, other regulatory agencies and banks. Entrepreneurship Cell, a student society was established July 2012 as part of EDC, with a view to generating a conducive ecosystem for development and promotion of entrepreneurial spirit among students.



## Fr Arrupe Centre for Ecology and Sustainability

Fr Arrupe Centre for Ecology and Sustainability (FACES) is a multi-disciplinary centre at XLRI, Jamshedpur, which aims to promote policies, practices and dialogue which have an impact on holistic and sustainable development of society and enterprises. The centre engages in three key activities: Knowledge Creation, Knowledge Dissemination and Knowledge Application.

## JRD Tata Foundation in Business Ethics

In accordance with XLRI's long-standing commitment and contribution to upholding integrity and ethics, the JRD Tata Foundation for Business Ethics was established in 1991. XLRI, in association with the Tata Group, seeks to publicly affirm the urgent need for ethics in business and the need to bring about an appropriate culture in which it can thrive.

## Management Education Research Centre

The Management Education Research Centre (MERC) was launched in 2016. MERC intends to become a centre of excellence for studies into all aspects of management education; macro aspects like Policies, Regulation and Structure of the Sector and micro aspects like input, throughput and impact outcomes of players in the sector. Towards this end, the Centre intends to build up a repository of literature and databases, conduct research, organize conferences, conduct surveys, provide training and consultancy, develop case studies, and disseminate knowledge that is thus created.

## XLRI's Association with the Confederation of Indian Industries (CII), Jharkhand (XLERC)

XLRI, in collaboration with CII, Jharkhand, is actively involved with the management concerns of the business community in the eastern sector. With the help of CII, XLRI is developing a book of management cases drawn from the firms located in this region. Another major project is a study on the impact of infrastructural development on the socio-economic profile of the industrial and tribal areas surrounding Jamshedpur

## Tata XLRI Ethics Research Centre (TXLERC)

Started in May 2014 by Fr. Oswald Mascarenhas S.J., (JRD Tata Chair Professor of Business Ethics), under the auspices of the JRD Tata Chair for Business Ethics, Tata XLRI Ethics Research Center (TXLERC) is an innovative initiative spanning across several cross-functional areas. It has been set up with the objectives of serving as an ethics knowledge resource centre where both industry and academia will be able to find resources on business ethics and related issues under one roof. Additionally, it will serve as a knowledge repository by disseminating knowledge through Management Development Programs (MDPs) & Management Training Programs (MTPs) on business ethics for organisations and educational institutions through Faculty Development Programs (FDPs). It will also facilitate research on the status of ethics in corporate India in addition to researching, designing and developing corporate ethics processes e.g. development of code of ethics and ethical policies. Research will be conducted across three broad categories, viz, Basic Ethics Research, Applied Ethics Research and Sponsored Industry Ethics Research.

## The Sir Jehangir Ghandy Medal for Industrial & Social Peace

The Sir Jehangir Ghandy Medal, was instituted by XLRI in 1966, in honour of Late Sir Jehangir Ghandy to recognise outstanding contributions to industrial and social peace in the country. The names of the 50 distinguished recipients of the medal are given below:

Mr. P N Krishna Pillai	1966
Dr. K S Basu	1967
Mr. Naval H Tata	1968
Dr. P B Gajendragadkar	1969
Mr. Khandubhai K Desai	1971
Mr. P L Tandon	1972
Mr. R P Billimoria	1973
Mr. G Ramanujam	1974
Mr. J R D Tata	1975
Mr. Hiten Bhaya	1977
Mr. Kanti Mehta	1978
Mr. Arvind Mafatlal	1979
Mr. H Holck Larsen	1980
Mr. Rajmohan Gandhi	1981
Mr. V R Krishna Iyer	1982
Mr. R H Mody	1983
Mr. S Moolgaonkar	1984
Mr. Gopeshwar Das, MP	1985
Mr. G L Tandon	1986
Mr. P N Bhagwati	1987
Dr. V Krishnamurthy	1988
Mr. V G Gopal	1989
Mr. V R Deenadayalu	1990
Mr. Suresh Krishna	1991
Dr. V Kurien	1992
Mr. Arvind Buch	1993
Mr. Keshub Mahindra	1994
Mr. N Vaghul	1995
Mr. P A Sangma	1996
Mr. Jyoti Basu	1997
Mr. N A Palkhivala	1998
Mr. J N Godrej	1999
Mr. Brijmohan Lall Munjal	2000
Fr. Michael Anthony Windey	2001
Mr. M S Banga	2002
Fr. Marian Zelazek, SVD	2003
The Missionaries of Charity	2004
Mr. Azim Premji	2005
Mr. Subir Raha	2006
Mr. K V Kamath	2007
Mr. R Seshasayee	2008
Mr. Ratan N Tata	2009
Mr. E Sreedharan	2010
Mr. Nitish Kumar	2011
Mr. N R Narayana Murthy	2012
Mr. Shiv Nadar	2013
Ms. Arundhati Bhattacharya	2014
Ms. Mallika Srinivasan	2015
Dr. Sunil Kant Munjal	2016
Mr. Adi Godrej	2017

# THE BOARD OF GOVERNORS OF XLRI

## CHAIRMAN

**T V Narendran**  
Managing Director  
[India & SEA] Tata Steel Ltd.  
Jamshedpur

## VICE CHAIRMAN

**E Abraham, S.J.**  
Director  
XLRI  
Jamshedpur

## MEMBERS

**Jaspal Bindra**  
Chairman  
Centrum Group  
Mumbai

**Paul Fernandes, S.J.**  
Vice Chancellor, Xavier  
University  
Director, XIM  
Bhubaneswar

**Ajay Kaul**  
Former CEO  
Jubilant Food Works Ltd.  
Noida

**Rekha M Menon**  
Chairman & Senior MD  
Accenture India  
Bangalore

**D Shivakumar**  
Chairman & CEO  
PepsiCo India  
Gurgaon

**Antony Uvari, S.J.**  
Associate Dean for Student  
Affairs & Admn  
XLRI  
Jamshedpur

## TREASURER

**Jerome Cutinha, S.J.**  
Dean (Administration &  
Finance)  
XLRI  
Jamshedpur

**Arun de Souza, SJ**  
President  
Bombay Jesuit Society

**C L George, S.J.**  
Rector  
Loyola School  
Jamshedpur

**Rajive Kaul**  
Chairman  
NICCO Corpn. Limited &  
Past President - CII  
Kolkata

**Jose Parayanken**  
Chairman & Managing  
Director  
Mozambique Holdings,  
Maputo  
Mozambique

**Madhukar Shukla**  
Professor of OB &  
Chairperson of FACES  
[Fr Arrupe Centre for Ecology  
& Sustainability]  
XLRI Jamshedpur

## SECRETARY

**Ashis K Pani**  
Dean [Academics]  
XLRI  
Jamshedpur

**Subodh Bhargava**  
Chairman  
Tata Communications Ltd. &  
Former President - CII  
New Delhi

**George Fernandes, S.J.**  
President  
Jamshedpur Jesuit Society  
Jamshedpur

**Sebastian Jeerakassery, SJ**  
President  
Delhi Jesuit Society  
Delhi

**Sumit Mazumder**  
Chairman & Managing Director  
TIL Limited &  
Former President - CII  
Kolkata

**N S Rajan**  
Group CHRO, Group CMO  
CEO, IDFC Foundation  
IDFC Bank  
Mumbai

**Ranaveer Sinha**  
Senior Advisor  
Hitachi Construction Machinery  
Co. Ltd. & President, XLRI  
Alumni Association  
Jamshedpur







Admission Office

**XLRI Jamshedpur**

C. H. Area (East)

Jamshedpur - 831001

Jharkhand, India

Phone : +91-657-665 3203/3204/3205

Fax : +91-657-222 7814

Email : [admis@xlri.ac.in](mailto:admis@xlri.ac.in)

Website: [www.xlri.ac.in](http://www.xlri.ac.in), [www.xatonline.net.in](http://www.xatonline.net.in)