

CHAIRMAN'S ADDRESS AT THE IIMA
CONVOCATION

28TH MARCH, 1992

Welcome for the 27th Annual Convocation

1. Speaking on this occasion - a rare privilege. I am happy to be with you.
2. Undoubtedly IIMA is the best organisation in the country. I must pay a tribute to the pioneering work done by Vikram Sarabhai, Kasturbhai Lalbhai, Ravi Matthai. They had done a marvellous work in building this great institution. What was inherited from these pioneers has helped the Institute to maintain a good value system, an academic character and Image of excellence.
3. It has been a privilege for me personally to accept the Chairmanship of this prestigious and excellent Institution. I saw in it an opportunity to learn and contribute to the management movement. Today, I am proud to be a part of this institute at Ahmedabad. I am proud to be associated with the other illustrious members of the Board, Prof. Pradeep Khandwalla and a dedicated and experienced faculty.
4. The Institute has been serving the cause of management education for 30 years. It is an occasion to pay our tribute to all those who helped its growth, and rededicate ourselves

to the continued service to the nation.

5. Management has a long way to go in India and you are the group of people on whom India's corporate world depends for successfully managing their enterprises.
6. I must say you students are lucky because all of you have learnt the basic principles of management in a short span of two years. At our time, we had to learn from our mistakes and draw from our own experiences. In that respect your chances of achieving managerial excellence are higher and faster.
7. At the threshold of your respective careers, I can see each one of you dreaming of achieving this excellence. You may also have many expectations.
8. It is good to have lofty ideals and be very ambitious but what makes a promising young management graduate into a successful manager is how he looks at his job and how he defines his own role and nature of contribution.
9. You may be looking for a variety of things from your job- good company, money, glamour, exposure, career prospects, etc. But from my experience, I have found that one is most satisfied in a job when he is "effective". Your being in an organisation must make a difference.

10. Companies do not expect extraordinary things from you. They expect you to do ordinary things extraordinary well. That is what management institutes teach.
11. And for this, it is important to be in an organisation which requires you and values your contribution. I have found that very few from IIMA amongst all the IIMs, choose to join the public sector. However it is heartening to note that over 20% of you accepted job offers in this sector this year.
12. Secondly, you must be willing to learn. Money is not important when one is on the threshold of one's career. It is the learnings which marks success. A large number of managers who have been successful are not from IIMs - they have risen from the ranks clearly proving that they also have it in them to make the mark - it is from them that you have to learn.
13. You will have to earn respect from your own efforts - this is essential for long term success. You cannot fall back on a "PGDM" from "IIMA" to see you through. In fact, it is your performance that must make IIMA stand apart as the most reputed management institution. Do not let your management degree become a "meal ticket".
14. Lastly, excellence is much more than applying management tools and techniques which IIMA has taught you - it is beyond

efficient management of physical resources - it is managing "people" and orienting the "culture" and values of the organisation to achieving the stated objectives of profitability, customer service, etc.

15. In fact, the proportion of professionally qualified managers with the basic orientation to look at problems in the overall perspective and adopt an objective approach to solving them is low in any industry. The responsibility of spreading professionalism and acting as "change agents" therefore rests with you.

16. Management education merely provides the direction to thinking - Looking at problems from an integrated approach. However, managerial effectiveness comes only with experience and how well one is able to apply management learning to organisational problems.

17. It is necessary to have a practical orientation to management education. I wish you had been exposed to real-life situations more frequently during the PGP Programme. The fact that a significant number amongst you came with prior work experience would have been of great help.

18. I would also like to remind you - the graduating students that you have an obligation towards this Institute. You must keep in touch and also further the cause of this institution.

19. Ladies and Gentlemen, we have with us today Shri Raj Mohan Gandhi to deliver the Convocation Address and to award the medals to outstanding students. The Board of Governors, the faculty and the students are grateful to him for his presence.

The Chairman will introduce the Chief Guest.