

Narayana N.R. Murthy, Chairman, Board of Governors, IIMA said in his welcoming address at the Convocation ceremony. "It is a special day for IIMA as the President, a highly acclaimed academician himself had agreed to deliver the convocation address," he said welcoming the Honourable President of India, Dr. A.P.J. Abdul Kalam along with other distinguished guests, parents, faculty members, members of the Governing Board and graduating students.

Mr. Narayana Murthy exhorted the students to be worthy citizens. He said, "Your teachers have taught you a number of things; I have nothing to add in terms of academic lessons. However, let me urge you to become world-class business leaders and worthy citizens of whichever country you choose to live in and uphold the image of India.

Quoting Russian author Alexander Solzhenitsyn: The line separating good and evil passes not between states nor between classes, but through the middle of every human heart, he asked students to stand for their beliefs. "There will be times when your secular values are put to test by a minority of misguided people in each community. It is these people who try to create hatred and bigotry. Always stand up for secularism and integrity," said Mr. Narayana Murthy.

Commenting on the country's strengths and weaknesses, he said, "India is a paradox in many ways. While it is rich in natural resources, possesses a thriving industry and has a large pool of technical manpower, a large majority of its people are illiterate and poverty-stricken."

Focus on resource utilisation in the best manner is imperative nowadays in every sphere of activity - public sector, private sector, the NGO and government - Mr. Narayana Murthy said. Hence, we need managers rather than administrators.

"The Institute realised that its role went beyond business management," he added. It has contributed to training and pioneering research in various fields through the Centre for Management in Agriculture (CMA) and the Public Systems Group. It has worked with the government in strengthening the policy framework in several spheres.

"Based on the Institute's philosophy, our faculty has made the problems of the practising world, the central foci of their academic pursuits. They make use of their immense knowledge and analytical skills. Most importantly, in studying these problems, the faculty has scrupulously avoided the "analysis-by-paralysis syndrome," pointed out Mr. Narayana Murthy.

Forces of globalisation and technology are continuously reshaping the world. "The Institute could prepare our managers to address the opportunities and threats that our companies face," he emphasised.

Further, the Institute had to play a large part in clarifying role of the government in raising quality of governance systems. This was more so, in the wake of the corporate scandals that have rocked the world, opined Mr. Narayana Murthy.

IIMA had to ensure that the alumni upheld the highest principles of corporate governance. Students should have frequent interactions with people from the industry for real-life

experiences. "In fact, we have to make use of the Institute's strong alumni network to provide mentoring and other support," he felt.

Dwelling on the philosophy of IIMA, he said that we must pay tribute to the founders for not restricting the Institute's field of activities. In this context, the founders of IIMA had proclaimed that it is an institute of management and not just an institute of business management. In fact, management is all about optimal utilisation of resources.