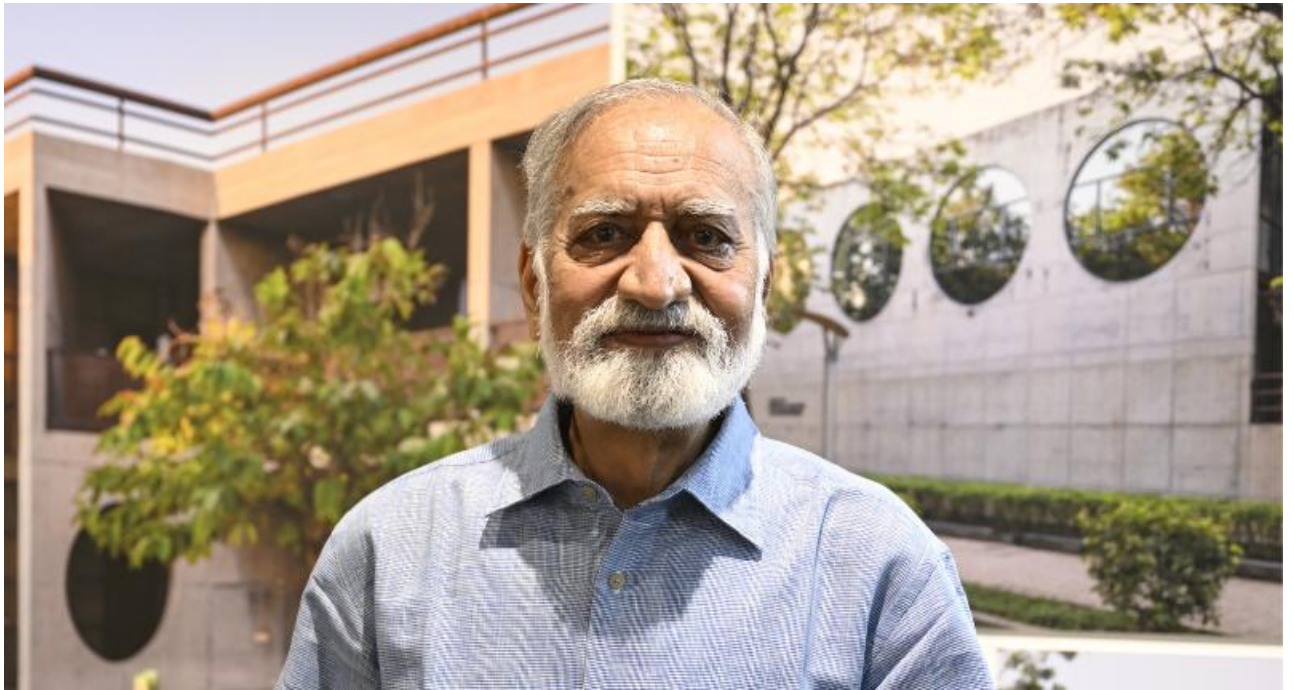


“MR. KIRAN KARNIK (PGP 1966-68)”



Photograph during the Oral History interview at IIMA Archives

Source: IIMA Archives

"GRADUATION REGISTER - 1968"

The Third Annual Convocation

April 13, 1968

*Past-Graduate Diploma in Business Administration
was conferred on the following students:*

- | | |
|--|--|
| 1. Niranjan Acharya | 26. Kiran S. Karnik |
| 2. Jagat Mal Agarwal | 27. Ramesh Chander Khurana |
| 3. Sunila Kumar Agarwal | 28. C. R. Krishnam |
| 4. Narendra Nath Agrawala | 29. L. N. Krishnam |
| 5. Prem Prakash Ahuja | 30. Himanshu Vaman Kulkarni |
| 6. Divyabhash Chandrakant Anjaria | *31. Ashok Kumar |
| 7. Vinod Kumar Bharti | 32. Ladia Vinod Kumar |
| 8. M. Krishna Bhat | 33. M. Siddharth Kumar |
| 9. John Caius Camillus | 34. Biji K. Kurien |
| (Was Awarded a Medal for Scholastic Merit) | (Was Awarded a Medal for Scholastic Merit) |
| 10. Castelino Bruno Bonifazi Rudolph | 35. Madan Mohan Madan |
| 11. Arun Ramchandra Dabholkar | 36. A. Madhavan |
| 12. Ajit Madhusudan Dalvi | 37. S. Madhavan |
| 13. Pradip Yeshwantrao Desai | 38. Phakti Maira |
| 14. Anthony Dominic Fernando | 39. Ramesh Khanchand Mansukhani |
| 15. Ganesan J. V. | 40. P. V. Mathew |
| 16. Gnanaiah U. | 41. Suresh Vishwanath Mekendale |
| *17. Yezdi Godiwalla | 42. Vivian Blaise Mendes |
| 18. K. Govindan | 43. Ishver N. Naik |
| 19. Dilcep Keshavrao Gupte | 44. M. Natarajan |
| 20. Tejpal Singh Hora | 45. Raj Singh Nirwan |
| 21. R. Balasubramaniam Iyer | 46. George P. Oommen |
| 22. B. Swaminatha Iyer | 47. Jayantilal Hirabai Oza |
| 23. M. D. Jygunny | *48. Subbash Chandra Pakari |
| 24. Grama Kasturi Jayaram | 49. Vijay T. Palkar |
| (Was Awarded a Medal for Scholastic Merit) | 50. R. P. Patel |
| 25. Prafulla Narayan Joglekar | 51. N. Kumara Pillay |

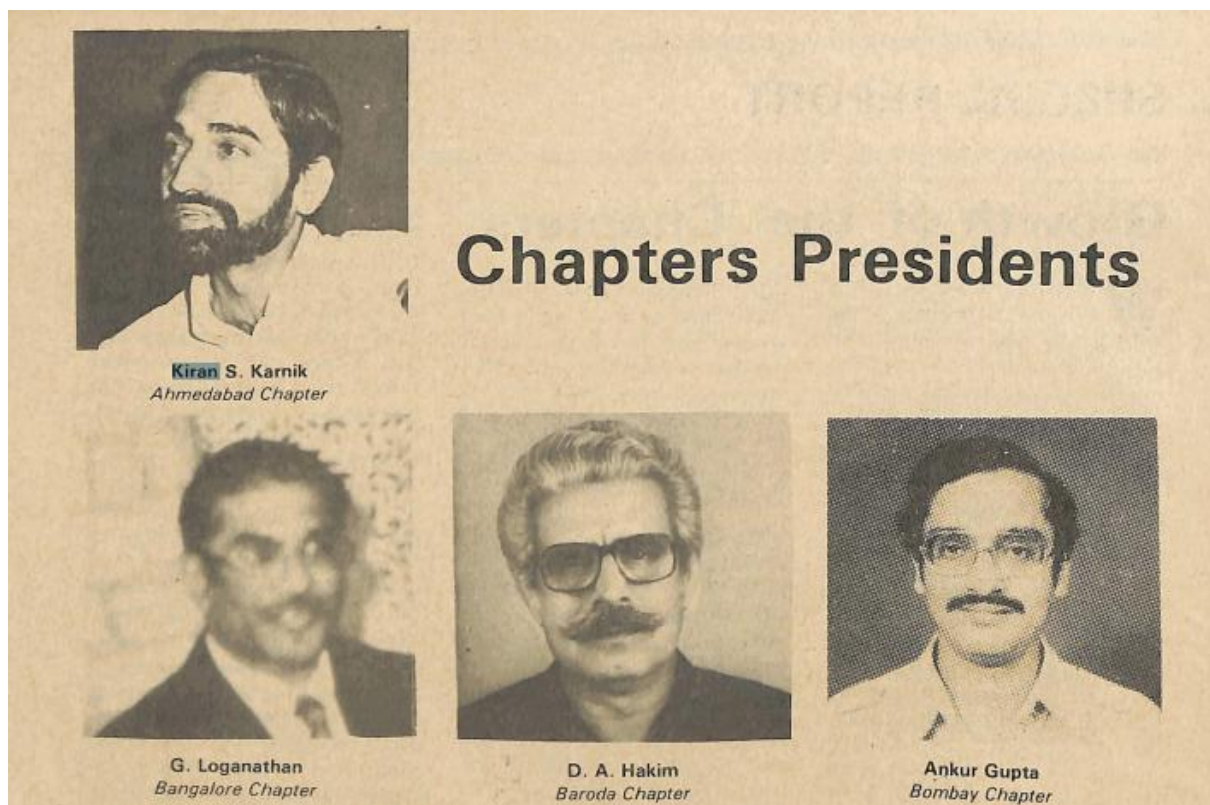
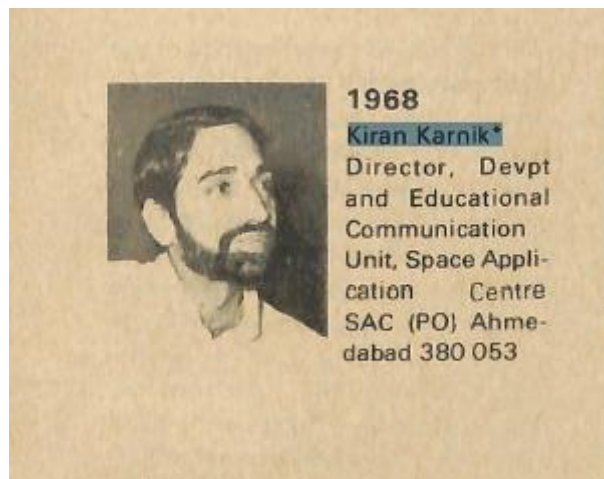
"PGP CLASSROOM CHART: 1966-1968"

2ND ROW FROM LEFT TO RIGHT 5TH NUMBER WITH YELLO MARKING



Source: IIMA Archives

“DIRECTOR OF THE ISRO’S DEVELOPMENT AND EDUCATION COMMUNICATIONAL UNIT, SPACE APPLICATION CENTRE - SAC, AHMEDABAD” & “ALUMNI REPRESENTATIVE”



Source: Alumnus, January 1988, IIMA Archives

"PRESIDENT OF AHMEDABAD ALUMNI CHAPTER - 1984"

IIMA ALUMNI ASSOCIATION
AHMEDABAD CHAPTER

c/o IIM Alumni Office
Vastrapur
Ahmedabad-380 015

13.9.84

Dear Alumnus,

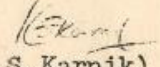
It has been quite a while since we have had any activity, but we do plan to undertake some activities in the next few months. As a beginning, a get-together to meet the new IIM Director, Dr.N.R.Sheth, has been organised at 7pm on Saturday, September 22. Dr.Sheth has kindly consented to give a brief talk to be followed by a discussion. The venue will be Classroom No.1 on the IIM campus.

Immediately after the meeting, we have planned a dinner, so that informal interaction amongst the alumni and with Dr.Sheth is possible. This will be at about 8pm, on the lawns outside the Kitchen Complex. Unfortunately, Chapter finances necessitate that individual alumni pay for the dinner, and a charge of Rs.15 per person has been fixed. In order to facilitate planning and minimise wastage/losses, I would request you to kindly inform Mr.Govind Baldeva (off.381938; res.460905), Mr.Pillai (IIM Alumni office - 407241) or I (off.443292; res.443292) about your intention to come. Needless to say, your spouse is welcome too.

I do hope you will come, especially since we will be meeting after quite some time.

With regards,

Yours sincerely,


(K.S.Karnik)
President - Ahmedabad Chapter

Kiran Karnik
Programme Analysis Group
Department of Atomic Energy
Bombay

Performance Evaluation in the Public Sector

WITH the growing world-wide trend—particularly evident in the developing countries—to invest more and more in the public sector, including public utilities and general infrastructure investment, it has become imperative to evolve some means of evaluating the efficiency of these projects. This need is probably the greatest in India, with massive public expenditure not only in the field of industry and agriculture, but also in infrastructure investments, like roads, education, public health, and defence. The dire need for such an evaluation process is at once obvious when it is noted that the Fourth Five-Year Plan envisages an investment of about Rs. 14,000 crores in the public sector.

So far, the criterion used has been almost exclusively the rate of return on investment. This is the normal evaluation index of private sector organizations. However, even in the private sector, many of the more progressive companies temper the use of this index with other indicators, e.g., share of the market, economic environment, and brand image. The criteria for performance evaluation obviously depend on the objectives of the company in question. If the objective is purely and simply maximization of the rate of return, then it is clearly meaningless to say that the company has produced less output than the previous year, or that the quality of the product has suffered. This is obvious and beyond argument. Is it not rational, then, that a company that has as its only objective the maximization of production should not bother about the rate of return?

The examples given above are extreme. In a real life situation, no company has such clear cut single objectives, particularly not of the type mentioned in

the second example. They, however, serve to illustrate that multiple objectives obviously need multiple criteria for performance evaluation.

In the case of the private sector, though there may be multiple objectives, the primary objective is, and has been, profit maximization (i.e., maximization of rate of return, given a certain investment). However, public sector enterprises, particularly in India, have always had multiple objectives, with no clear specification as to their relative weightages. Thus, each public sector undertaking must (1) be a model employer, (2) maintain a high quality in its output, (3) bring down the market prices of the product, etc. These three objectives themselves are patently incompatible with the objective of maximization of profit. Therefore, a trade-off of sorts is obviously called for. Considered as a mathematical model, these three can be taken as constraints and profits maximized subject to these. Alternatively, these can be included in the objective function along with the profit and the whole maximized subject to certain constraints. In the first case, it is necessary to spell out the constraints, i.e., what is the minimum a model employer should pay, the minimum quality, and the desired price reduction. In the second case, relative weights will have to be attached to the three objectives and to profits. In both cases, it will be necessary to quantify in some way the three factors. These weights and the quantification will obviously depend on the preferences of the policy makers.

Performance Evaluation

Heavy criticism has so far been directed at our public sector undertakings (Hindustan Steel Limited,

"ALUMNI CHAPTER - 1992"

Minutes of the Executive Committee Meeting of the IIMA Alumni Association, held on February 8, 1992.

1. Members Present

Mr. Kiran Karnik (PGP 1968)
Ms. Kalyani Rangarajan (PGP 1986)
Mr. Srikant Gokhale (PGP 1987)
Prof. G. Raghuram (PGP 1978)

Invited Members

Mr. H. K. Lakshman Rao (Madras Chapter)
Mr. Dipak Painter (West Zone)
Mr. Babulal Yadav (West Zone)
Mr. G. A. Pillai, Executive Assistant, Alumni Office was also present.

Mr. Kiran Karnik, Vice President took the Chair in the absence of the President, Mr. Audimoolam.
Leave of absence was granted to the absentee members.

2. The minutes of the Executive Committee Meeting held on August 16, 1991 were approved.

3. Elections to the Alumni Executive Committee

The Alumni Executive Committee consists of Three Ex-officio members from IIMA (Director, Administrative Officer - functioning as the Treasurer, and Chairman - Alumni Relations and Activities Committee), Ten elected members from the four zones (North - 2, South - 2, East - 2 and West - 4) and upto seven coopted members. Nominations were called for in September, 1991. Two members each were declared elected from East and West Zones. For the South Zone, four nominations have been received for which elections were held by mailing ballot papers. No nominations were received for the North Zone. The counting of the ballot papers was on February 2nd, 1992. The votes polled by the four nominees were as follows :

Kalyani Rangarajan	: 249
V. Audimoolam	: 241
Ravindra Kumar Jain	: 192
A. P. Ramabhadran	: 120

Ms. Kalyani Rangarajan and Mr. V. Audimoolam were declared elected for the South Zone.

With South and East Zones fully represented, two representatives each had to be coopted for the North and West Zone respectively, apart from additional co-options (up to seven more).

With the declaration of the election results, the previous Executive Committee was dissolved and, as per tradition, Prof. G. Raghuram, Chairman, Alumni Relations and Activities Committee took over the Chair for co-option of members and the election of the new office bearers.

4. Additional members were coopted to the Executive Committee from the various zones as follows :

Zone	No. of Elected	Elected members	Coopted members for Zonal Repts	Additional Coopted Members
NORTH	2	Nil	1. Mr. N. Ravi (PGP 78) 2. Mr. Kiran Karnik (PGP 68)	

Source: Alumnus, May 1992, IIMA Archives

Kiran Karnik's Animal instincts



Animal Planet's niche is man-animal communion; and it will work, feels the MD of Discovery India on the launch of their new channel

elitist channel catering to an select audience. Our gamble paid off."

An immediate fallout of the rising viewership graph has been that over 100 advertising companies with 300 brands have clambered aboard the Discovery wagon with Hindustan Lever being their biggest advertiser.

The decision to introduce Animal Planet to Indians is a further attempt to provide viewers with more adventure-based television, the focus this time around being on true-life relationships between animals and humans as also fictional stories about animals including Lassie the



WHAT has the Maximum Retail Price (MRP) got to do with the launch of a channel?

Everything it would seem especially if it is the recently-launched Animal Planet from the Discovery Communication Inc group. The company has taken the novel step of informing subscribers that the MRP to be paid to cable operators for both Discovery and Animal Planet works out to the royal sum of Rs 7.50.

Where was the need to inform subscribers especially at a point when they were just being introduced to a channel? Kiran Karnik, managing director of Discovery India, believes in being different. His explanation is very simple. "With so many channels going pay, it is better to lay the cards on the table before the subscriber. A viewer is not some unknown amorphous entity; rather we believe there is a need to create an association with him right from the start. He must know how much each channel is charging," he asserts.

Animal Planet has come with the advantage that the Discovery brandmark has already been well-established in 12 million homes in 670 cities in the sub-continent. The bi-lingual telecast in both Hindi and English has played a major role in helping Discovery ride this crest of success.

Karnik maintains that the dubbing of programmes into Hindi has resulted in a 200 per cent viewership increase during the last two years. "That is the highest any channel has managed to lop up. It's a record of sorts. We did not want to be dubbed an



Sheepdog and Flipper the Dolphin series. A softer channel than Discovery, Animal Planet's niche is basically man-animal communion.

The presence of these two niche channels has helped dispel the popular belief that Indians are crazy only about film-based programming. While that certainly holds true, there is little doubt, as Karnik maintains, that there has been a 'a backlash against all the junk that is being shown on TV. Our attempt is to build a profile of a channel with a friend-

ly face

A criticism oft levied against Discovery is that most of its promos and programmes are largely foreign-based and do not hinge on the realities of the sub-continent. Karnik insists they are trying to change that scenario. "We have recently acquired 15-20 documentaries made by Indians, many of them made by people who are not so well known."

He insists the presence of the National Geographic channel is not going to affect their viewership. "The introduction of a competitor only helps to expand

the market. The National Geographic channel deals with nature and wild life in a more documentary-like fashion whereas our attempt is to create an emotional hook-up."

Animal Planet will follow the same strategy adopted by Discovery when it first entered the market four years ago. Discovery first debuted over Doordarshan before taking the free-to-air and then finally the encrypted route. Animal Planet was also telecast over Doordarshan before cable operators were asked to invest in separate decoders.

Despite its sizeable viewership, the Discovery channel has yet to break even. But considering that Animal Planet, considered the most popular channel in the United States is earning several billion dollars a year, it should not be far-fetched to expect them to achieve winning margins in the sub-continent as well.

RASHME SEHGAL

Kiran Karnik will be new Nasscom chief

By Prabhakar Sinha
Times News Network

NEW DELHI: Kiran Karnik will be the new Nasscom chief. However, the final appointment will be made in the Nasscom's executive council meeting on Saturday. The post had fallen vacant after the death of Dewang Mehta.



Kiran Karnik

A highly placed source said that the selection committee comprising Saurabh Srivastva, Harish Mehta, K.V. Ramani and Ashank Desai has decided on Karnik's name after considering the seven shortlisted candidates. Infosys chairman N.R. Narayana Murthy, present Nasscom chairman Pheroze Vandrevala and V-C Arun Kumar, who are advisers to the committee, have also given their consent for Mr Karnik's name. Mr Karnik was earlier CEO of Discovery Channel, he had in fact launched the channel in India.

Nasscom had earlier selected around 15 names from a list of around 90 that was suggested by the body's executive council members. The committee had appointed international headhunter Korn Perry to collect the details of the selected candidates. Korn Perry was also asked to ascertain the willingness of the candidate for the post. Korn Perry, it is learnt, had suggested seven names to the committee for the post. The source said that if the executive council does not agree on Mr Karnik's name, then the appointment would not be finalised on Saturday and the committee will go back and look for a new person.

"GOLDEN JUBILEE CELEBRATION"

Concluding Function: Golden Jubilee Celebration



The concluding function of the Institute's Golden Jubilee celebration will be held on 10-11 December, 2011. All current and former Board members, Society members, faculty, alumni and present students are invited to this event. More than 125 alumni and 255 persons (including family members accompanying) have confirmed their participation.

Some of the well-known alumni who have tentatively confirmed their participation, to date include Kiran Karnik, K.V.Kamath, Vindi Banga, Jaiteerth Rao, Shikha Sharma, Prakash Telang,

Deep Kalra, PD Rai, K.Raghavendra Rao, Srikant Datar. Chandrika Tandon, one of the first women partners at McKinsey and 2011 Grammy Award nominee for her music album, Soul Call, has confirmed her participation and performance at the Alumni Talent Nite. Prof. Prafull Anubhai's book on IIMA history, Why IIMA is What IIMA Is, will be released on 11th December. Please block these dates to enable you to be present and interact with large number of stakeholders at one place.

*Prof. Atanu Ghosh
Dean (Alumni & External Relations)*

"HINDUSTAN TIMES NEWS"

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Rahul Dravid, Kiran Karnik new Limca People of the Year

IANIS | By [HT Correspondent](#), New Delhi

Updated on: Jun 28, 2010 08:48 pm IST



Cricketer Rahul Dravid and IT czar Kiran Karnik were on a list of Indian achievers named in the Limca Books of Records, 2010, unveiled here on Monday in three languages.

Cricketer Rahul Dravid and IT czar Kiran Karnik were on a list of Indian achievers named in the Limca Books of Records, 2010, unveiled here on Monday in three languages.

The achievements covered a wide range of disciplines ranging from physical feats, sports, creative arts, environment, business and social interest projects in 21 chapters with photographs.

The book launched in 1990 has 10,000 feats and 6,000 new records in this edition.

Six eminent Indians -- Anand Mahindra of Mahindra & Mahindra; Rahul Dravid, former captain of the Indian cricket team; Kiran Karnik, former president of NASSCOM; Anjolie Ela Menon, leading contemporary artist; Justice J.S. Verma, former chief justice of India; and Lalitha Regi, human rights activist -- and Shankar Netralaya, leading non-profit eye care institution, were declared Limca People of the Year.

The achievers of the year were chosen by MP H.K. Dua and professor Dipankar Gupta. They were introduced by host Barry O'Brien.