

**"CONDOLENCE MESSAGE FOR
PROF. RAVI J. MATTHAI (1927-1984),
FIRST FULL-TIME DIRECTOR, IIMA"**

From Manmohan Singh, Governor, Reserve Bank of India

It was with profound sorrow that I learnt about the sad and untimely passing away of Ravi. I join Ravi's numerous friends and admirers to send you my sincerest condolences on the occasion of this bereavement. Ravi belonged to a rare breed of intellectuals who felt deeply committed to using their talents and energies for the removal of poverty and under-development. Although he is no more with us, his work is a living monument to his deep sense of commitment and his example will continue to inspire generations of young men and women to come.

Source: IIMA Alumnus, Vol. 16, No. 2, May 1984, IIMA Archives

“HONORARY FELLOW OF IIMA: IIMA 29TH CONVOCATION, 1994”

Convocation 1994

The Twenty Ninth Annual Convocation was addressed by the Union Finance Minister Dr. Manmohan Singh on April 2, 1994. The Title of Honorary Fellow of IIMA was conferred on Dr. Singh by Mr. S.K. Khanna, Chairman, IIMA Board of Governors.

The Post Graduate Diploma in Management was awarded to 182 students including 30 lady students. Out of these, 27 students have specialised in Agricultural Management. The Indian Institute of Management, Ahmedabad Medals for scholastic performance were awarded to Hrishikesh B Parandekar, S. Ramesh and Anand Sanghi. The title of the Fellow of IIMA was conferred on Vijaykumar Anuldas, A.K. Chawla, C.S. Damle, A.K. Jain, Rajnish Singh Karki, Ajay Pandey, G. Sethu, Murali Srinivasan S, Rahul Varman, Mukul S Vasavada, and P. Venugopal - who have successfully completed the Institute's doctoral level Fellow Programme in Management.



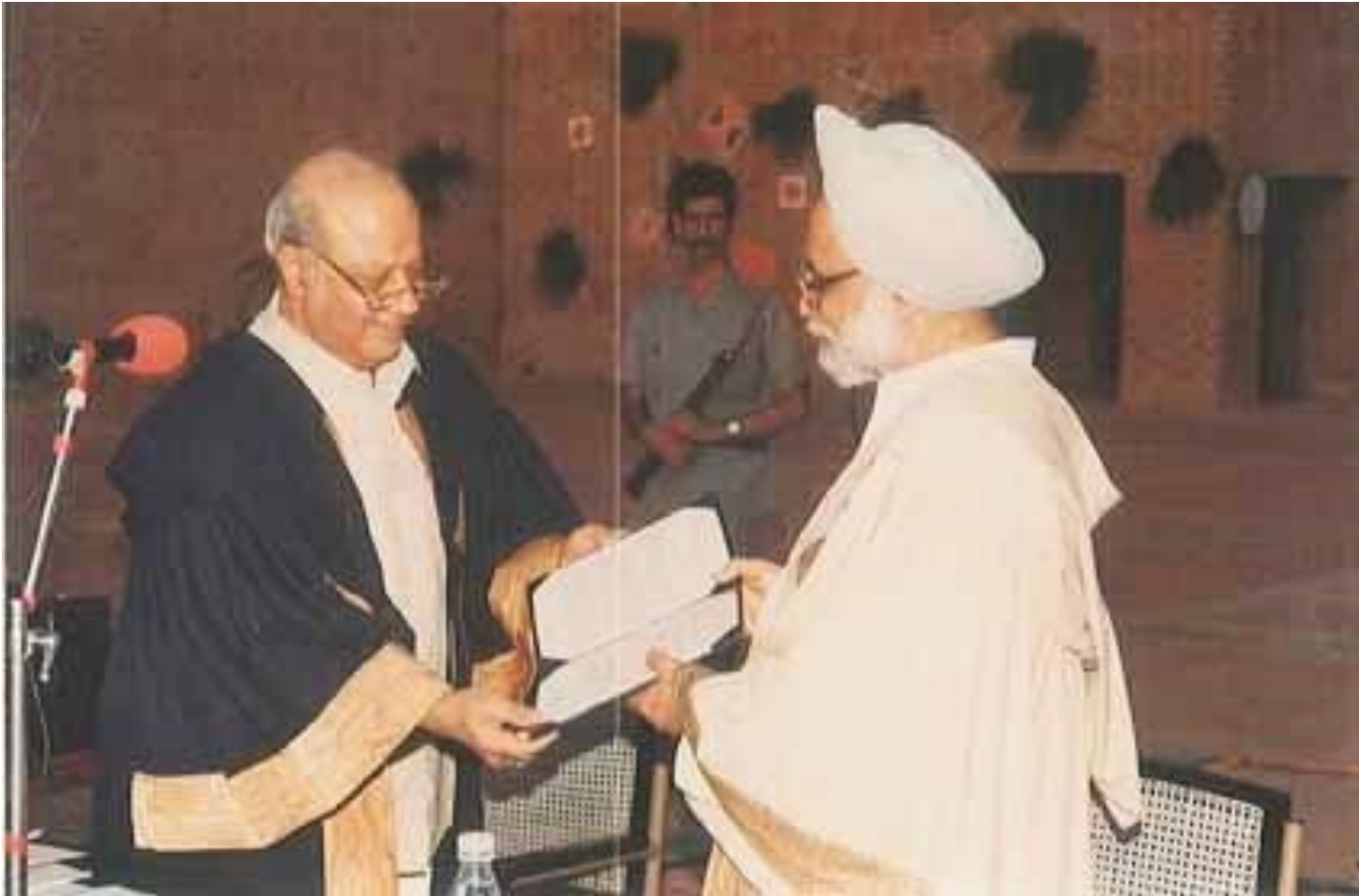
Dr. Manmohan Singh delivering the convocation address



The Title of Honorary Fellow of IIMA being conferred on Dr. Singh by Mr. S. K. Khanna, Chairman, IIMA Board of Governors

Source: IIMA Alumnus, Vol. 26, No. 2, May 1994, IIMA Archives

“HONORARY FELLOW OF IIMA: IIMA 29TH CONVOCATION, 1994”



The Title of Honorary Fellow of IIMA being conferred on Dr. Singh by Dr. S. K. Khanna,
then Chairperson, Board of Governors, IIMA

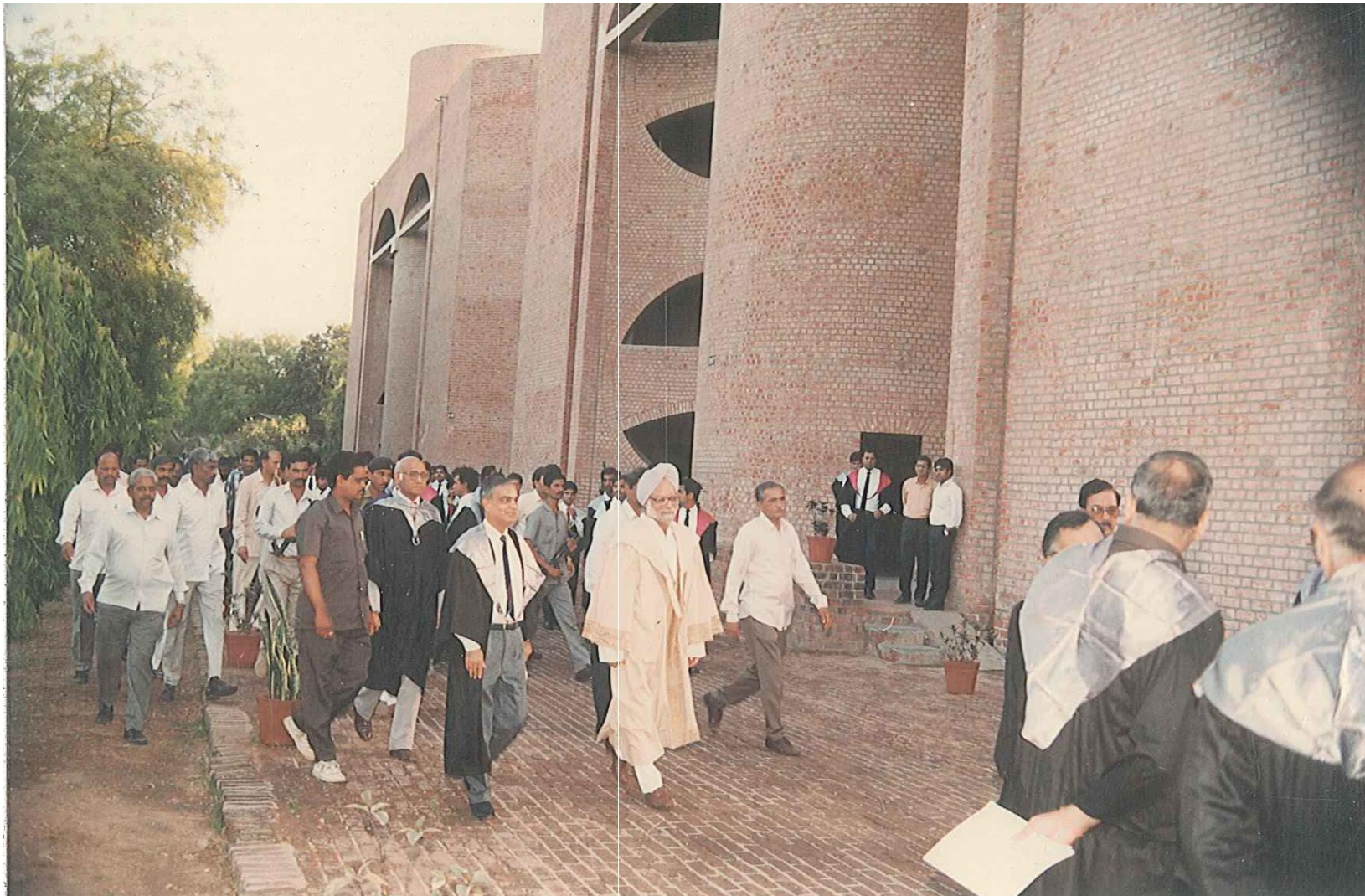
Source: IIMA Archives

"IIMA 29TH CONVOCATION, 1994"



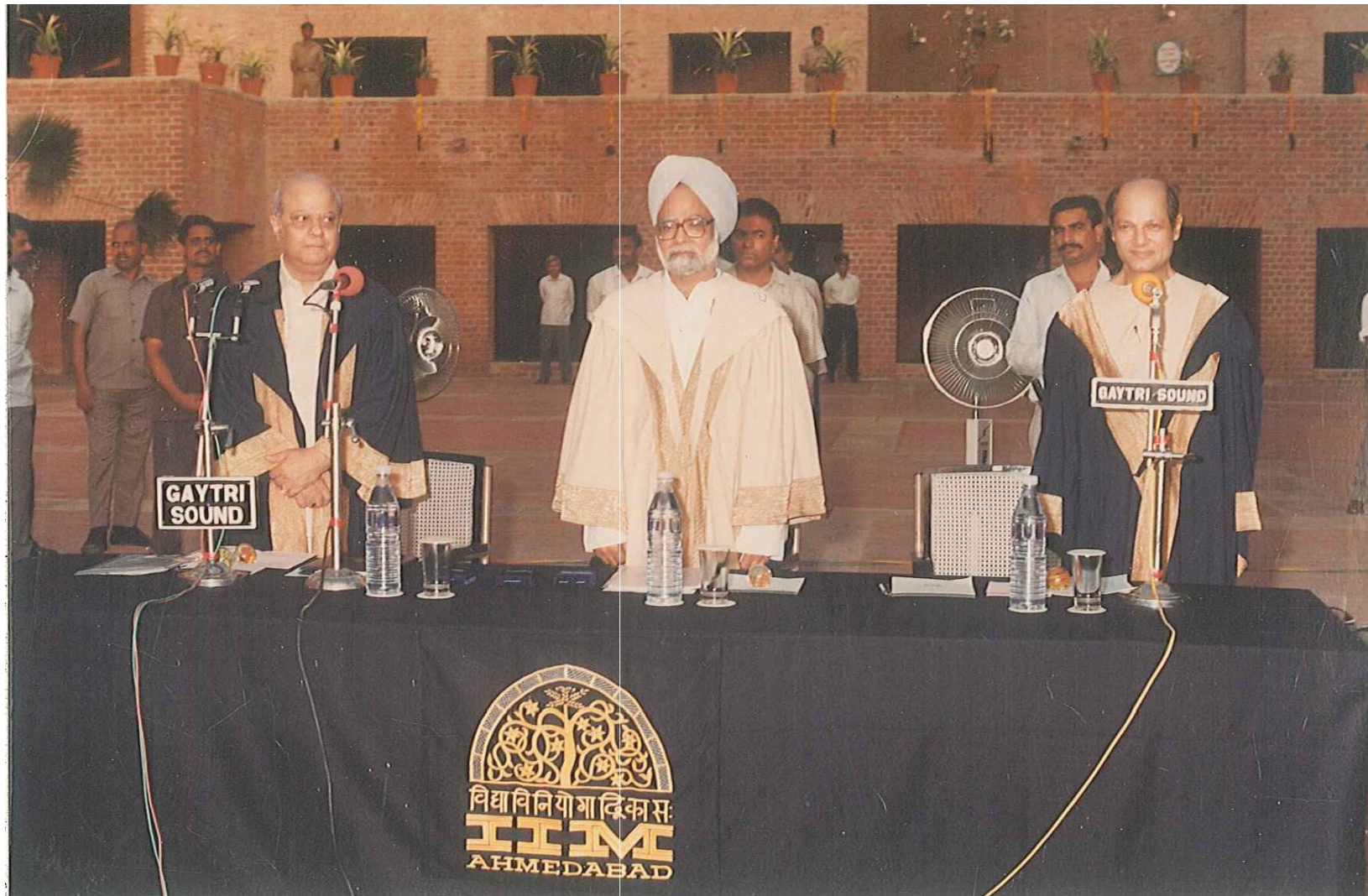
Source: IIMA Archives

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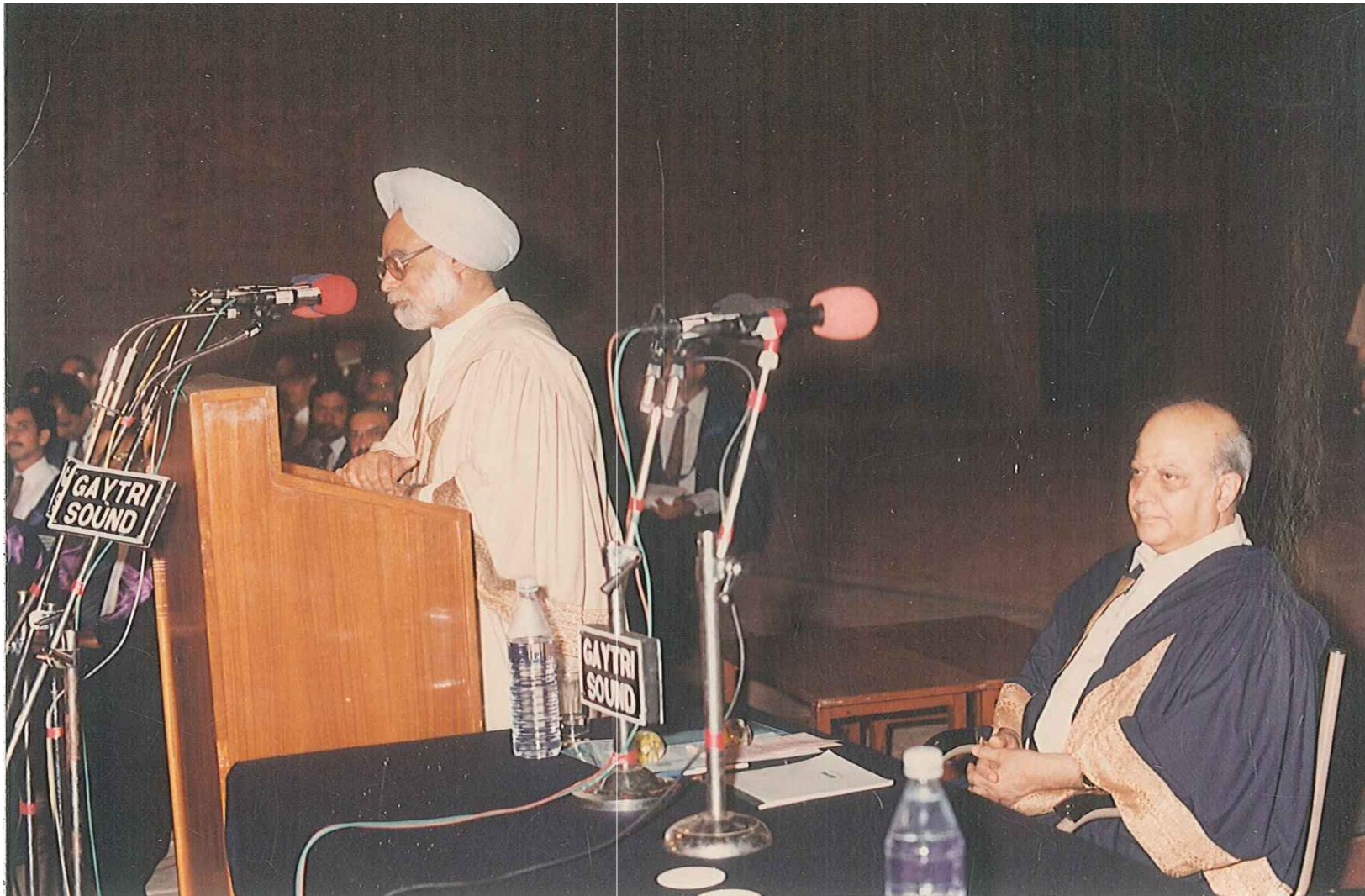
Source: IIMA Archives

“IIMA 29TH CONVOCATION, 1994”



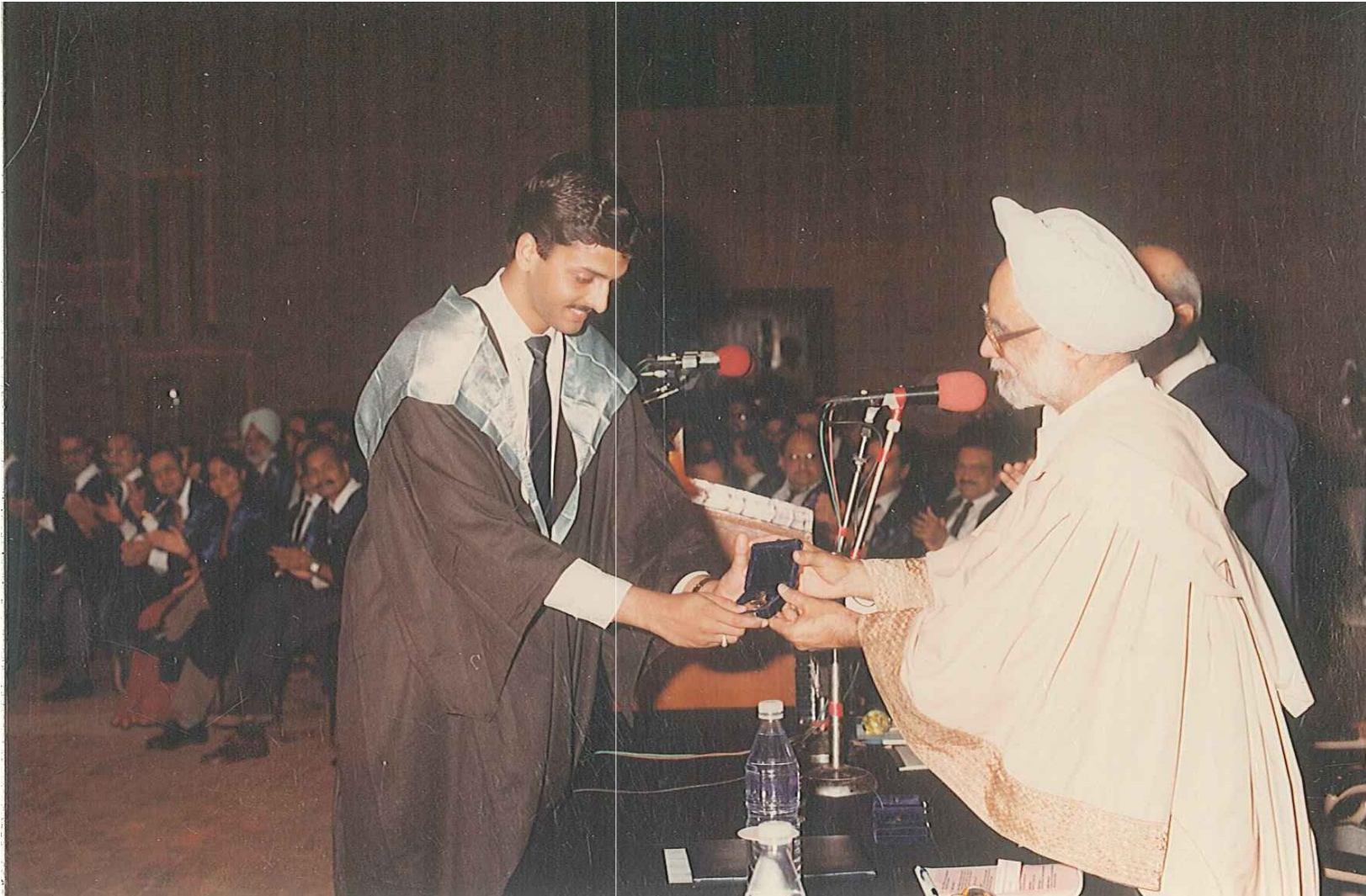
Source: IIMA Archives

"IIMA 29TH CONVOCATION, 1994"



Source: IIMA Archives

"IIMA 29TH CONVOCATION, 1994"



Source: IIMA Archives

**"IIMA 29TH CONVOCATION, 1994
ADDRESS BY CHIEF GUEST, DR. MANMOHAN SINGH,
FINANCE MINISTER OF INDIA"**

**CONVOCATION ADDRESS BY THE FINANCE MINISTER
AT THE INDIAN INSTITUTE OF MANAGEMENT, AHMEDABAD
ON SATURDAY THE 2ND APRIL, 1994.**

I am happy to be with you all today.

I feel greatly honoured that your Institute has thought it fit to invite me to deliver the Annual Convocation address. IIM, Ahmedabad is one of the leading institutes in our country that are engaged in imparting managerial skills and education to young people. These are the people who are going to be builders of tomorrow's India. It therefore gives me great pleasure to share with you some of my thoughts on the challenges facing our country in our quest for faster and equitable development, the logic of the process of economic reforms that we have undertaken since July 1991 and the tasks that confront our country.

As you know the present century has seen more scientific discovery, technical innovation and technological developments than the entire previous history of man. Science and technology and human knowledge have emerged as a major determinant of the power and wealth of nations. The new information technologies have brought about revolutionary changes in the functioning of money and capital markets all over the world. Both capital and technology are now much more mobile than ever before. The dramatic reduction in tariffs and other barriers to international trade has created new opportunities for growth for countries with efficient economic structures.

As a cumulative result, the nature of markets and institutions, industrial organisation and

structure, and social relations of production are being transformed dramatically. There are immense opportunities for the late comers in the race for economic development to catch up provided they can evolve institutions and policy instruments which will enable principal economic actors to respond with speed and flexibility to fast changing social and economic conditions.

Rapid change imposes a greater burden on us to learn, absorb and adapt our thoughts and actions. Wisdom today lies in learning both from our past mistakes and from the successes of others, especially our neighbours in East and South-East Asia. There is, of course, no guarantee that everything we are doing today will turn out to be an unqualified success. However, I am convinced that, given a strong commitment to the promotion of a value system conducive to the pursuit of excellence as well as concern for social equity, and refashioning and redesigning of our institutions and policy instruments so as to reward creativity, innovation and enterprise, India has all the ingredients of emerging as a major player on the global economic scene. This is the vision which provides the main inspiration for our economic reforms.

In the fifties and sixties it was widely believed that the State had a dominant role to play in each and every activity. This belief was based more on the need to catch up with the advanced countries of the West. The State was viewed as a promoter, owner and regulator of industry and enterprise. Its role was sanctified by the doctrine of "market failure". "Market failure" was perceived as the inability of markets to allocate optimally resources over time. In actual

practice, the outcome of policies which sought to rectify market failure turned out to be ~~very~~ vastly different from the intended one. Industrial production was diversified but at high-cost and this could not withstand external competition. Industrial policies, accorded excessively high protection to industry and thereby discouraged exports. The excessive and indiscriminate protection for industry constituted a massive discrimination against agriculture, widening income disparities between rural and urban areas. The system of detailed, discretionary investment licensing and many other controls on industry preserved the monopoly of those who had licenses, stifled industrial dynamism, and fostered an uncompetitive, bureaucratic, license/permit - seeking culture. Public enterprises which were intended to be instrument of resource mobilisation and income re-distribution, instead drained away resource. In our quest for capturing the commanding heights of the economy, large resources were pumped into far from profitable public enterprises while neglecting such vital sectors as elementary education and primary health care. The system we evolved created in our people an acute feeling of inferiority that we Indians were inherently incapable of having an internationally competitive economy. It also gave rise to a psychology of excessive dependence on the State apparatus for dealing with issues of social and economic developments. In the process, it greatly weakened the incentive and inducement for self-help and self reliance among the people. A wrong belief came to be widely held that Government had some magic wand to remove poverty and the people were passive agents in the process of social change. The losers were the Indian consumer, exports, employment, equity, efficiency and probity in public administration.

The Indian regime of controls created a vast constituency cutting across diverse groups. It created a business class that enjoyed super profits behind high tariff-walls with virtually no competition. The regime of controls and permits vested enormous discretionary powers in those who controlled the levers of decision making in the Government. This yielded huge rents which were shared by organised capital, labour and control bureaucracy.

Such a system not only bred inefficiency in the economy but also led to mal-allocation of human skills and talents. Jobs which required dispensing and administering controls became most sought after. As a result, institutions of higher learning, research and even Government departments concerned with management of human resources and social sectors could rarely attract the very best. These were precisely the areas where deployment of best talents could have yielded very high social rates of return. In a capital scarce economy, there was need to encourage labour-intensive growth. Economic policies, on the other hand, stimulated capital intensity in Indian industry. The need of the hour is to reverse this trend and promote a pattern of industrialisation which is both more efficient in terms of international competitiveness, enhances self reliance through increased exports and is also more employment oriented.

The Indian economy is at a critical juncture today. During the last thirty three months, we have brought about a decisive change in the economic policy framework. Our industry has been freed from the shackles of extensive bureaucratic control and regulations. The new economic policy framework seeks to strengthen the role of competition and of market forces in the process of resource allocation. To make

the Indian Industry cost-effective and efficient, quantitative import restrictions as well tariffs have been progressively reduced. Conditions for the entry of foreign investors have been significantly improved. Barriers to foreign investment and technology flows have been largely eliminated. Overall, the government is earnest in its resolve to create an economic environment conducive to the growth of enterprise. Wide ranging reforms of the financial system covering capital markets and the banking system are now in progress. A far reaching programme of tax reforms is also under implementation. Its principal objective is to modernise our tax system so as to promote savings, investment and efficient resource allocation. A programme for the restructuring of sick public enterprises and sale of a part of equity of profitable enterprises to the public has begun to take off. Perhaps most important is the fact that a decisive change is now evident in the mind set of the Indian people in terms of basic approaches to the development of our economy. There is a broad national consensus that instead of ~~stifling~~ individual initiative and creativity, the State should primarily seek to empower our people to help themselves so as to realise their full potential and lead a life of dignity and self respect.

~stifling

With the dismantling of exchange controls, quantitative trade restrictions and the rapid strides in the information technology, our economic frontiers have become porous. Today Indian industry has fairly wide choice to import inputs and technology. Besides, inflow of private capital has become fairly easy. In such an environment, making right decisions and choices become crucial for the growth and survival of business. Firms have to redefine their strategies to cope with the emerging environment. Competition and diversification

expose firms to new risks and opportunities. How much to produce, how to produce and what to produce are best left to the judgement of entrepreneurs. These decisions will be increasingly shouldered by management professionals.

The Central objective of economic reforms as conceived was to initiate a process of fast sustainable labour intensive growth which would directly benefit the mass of un-organised labour in agriculture and small industry. This required that, both private and public sectors be forced to compete domestically and internationally. That all subsidies going to either sector be carefully regulated so that the economy would generate more savings for productive investment, and for supporting the truly needy. It required the removal of the bias towards the large capital intensive organised sector and its workers. It required the opening of the economy to new ideas, technology, expertise, skills and capital, so that Indian industry could have access to the best. It required a redefinition of the creative role of enterprise in modernising our economy - a new vision which looked beyond the interests of its shareholders and recognised its wider social responsibilities to all the stakeholders - including consumer, workers and the unborn generation. It required a new commitment to environmental protection and research and development as integral parts of business planning.

In the emerging environment, the modern service sector has to play a crucial role. This sector can no longer be viewed as residual or something unproductive. In fact, the efficiency of certain non traded services like transport, energy and the financial system have a profound bearing on the

competitiveness of the economy as a whole. The management of India's power system is a national disgrace characterised as it is with endemic inefficiency and mounting financial losses. Energy conservation is not receiving the attention it deserves. It is these sectors which require a major turn around in efficiency. Another area of concern is high-capital output ratio in most of the sectors related to infrastructure. Making them viable and efficient is one of the greatest challenges confronting us. No less urgent is the task to revamp our management systems in so far as they relate to such vital sectors as education and health care. We need delivery systems for basic social services which promote the cause of equity and provide quality services at an affordable cost. All these areas offer exciting challenges and opportunities for research and for devising viable management strategies and operational programmes.

The deepening and widening of capital and money market is also occurring. Banks and financial institutions are diversifying their activities through merchant banking, factoring, investment banking etc. and gearing themselves to participate in the highly competitive world of international finance. A wide range of new techniques of financial engineering are being developed to cope with the considerable increase in risk and uncertainty which characterise market operations. International finance as you know is highly information and knowledge intensive activity. This is one area where our professionals are expected to make their presence felt at the global level.

Management institutes have to play a vital role in fostering management education and training and respond to the challenges arising out of competitive

environment. Management education and training today, have assumed the role of a "change agent" and are the harbinger of a "skills revolution" in the Indian economy. We need professional managers who are intellectually alert, well trained to rub shoulders with the best managers in the world and are at the same time deeply committed to our nation's cherished social and economic goals. There is a constant need to upgrade human skills to meet the new and fast changing emerging international economic situation

Three years are not enough to expect substantial results from the programme of economic reforms specially in a country as complex and large as India. Distinct signs of improvement in economic situation are however clearly visible. The most dramatic improvement has been witnessed in the condition of our external sector which bore the brunt of the crisis in 1991. Foreign currency reserves (excluding gold reserves of about \$ 4 billion) which were a little over \$1 billion in June 1991 are now about \$15 billion. These are sufficient to finance more than six months of our imports while at one stage in 1991 they were barely sufficient to meet two weeks of imports. Our external reserves are now large enough to enable us to absorb exogenous shocks such as a drought or an unexpected increase in import prices, without disrupting the pace of development. Exports have increased by 21 per cent in dollar terms in the first 10 months of 1993-94. The balance of trade deficit in 1993-94 is expected to be less than half a billion dollar and there might be a small surplus in the current account in 1993-94. The exchange rate of the rupee has remained steady contrary to what many had feared. Access to foreign capital markets has been restored for Indian companies. There has been a resurgence of foreign investors'

confidence in the Indian economy. This is demonstrated by an inflow of foreign investment of about five billion dollars in 1993-94 as compared to \$ 148 million for 1991-92 and \$ 585 million for 1992-93. I expect that 1994-95 will see a further consolidation of the conditions in the external sector.

I wish to emphasise that economic reforms do not mean abdication of Government's role in promoting the goal of equity, be it inter-personal, regional or inter-generational. However, a fresh look is needed at modalities and instrumentalities to achieve this objective. The best way of increasing the incomes of the poor is to generate employment through higher and more labour- using growth. This is feasible only if we remove impediments and biases against increased labour use in our economy. These we have unwittingly promoted by blunting competitive pressures and making capital more attractive vis-a-vis labour by denying flexibility in employment practices and making use of labour far too expensive in a labour abundant economy. Some of the policy initiatives undertaken during the last three years seek to remove certain institutional rigidities which will have a bearing on the content of growth. One such initiative is the establishment of National Renewal Fund to assist in the redeployment and retraining of surplus labour. However, further measures are needed to reduce rigidities in the labour market conditions and for this it is necessary to evolve a meaningful national consensus. It would be our sincere resolve to pursue adjustment cum structural reforms which, while promoting all round efficiency in the use of scarce resources, will also ensure improvement in the conditions of weaker and poorer sections of our society.

We are intensely aware of government's

responsibility towards the weaker and vulnerable sections of our society. India is proud of its democratic polity and any package of economic reforms which does not pay sufficient heed to the needs of the poor can give rise to unmanageable social, economic and political tensions. In recognition of this fact, we have sought to increase budgetary allocations for the social sectors. Thus the Budget for 1994-95 has increased the allocation for rural development and anti poverty programmes by as much as 40 per cent over the previous year. The outlay on education has been increased by 17.6 per cent and that on health by nearly 20 per cent. These trends will be maintained in future to ensure that the quest for greater social equity in the process of development is not compromised in the process of achieving fiscal stability and implementation of structural reforms in various sectors of the economy.

It is essential that the reform process should not bypass agriculture, a vital sector of our economy. Agriculture is perhaps one of the most competitive sectors in the Indian economy. The country has a natural comparative advantage in this sector given the variety of agro-climatic zones, the fertility of its soil, the vast gap that currently exists between potentially feasible and actual yields and availability of a large rural work force. The realisation of vast untapped potential will require major reforms in delivery systems relating to credit, agricultural extension and supply of inputs. Location specific farming systems strategies will need to be devised for different agro-climatic regions. We need to evolve a new approach to rural industrialisation which is both more efficient and equitable. Surplus incomes in the farm sector ought to be ploughed back as investment in off farm activities

particularly in agro-processing industries. The government is now pursuing an active policy of encouraging growth of agro-processing activities. Modernization of the agricultural sector is essential to overcome the dualism which has long characterized the Indian economy. This will also be the surest means to ensure that the largest segment of our population receives the benefits of the reform process. A dynamic agricultural sector is perhaps the sine quo non for ensuring that the twin objective of growth and equity are achieved in coming years.

Much has been accomplished in the last two and a half years. An unprecedented economic crisis has been surmounted. An array of long overdue reforms have been launched. But much more remains to be done. Growth impulses are still not sufficiently strong to ensure that employment opportunities grow fast enough to absorb all the new entrants to the labour force. And there is a clear danger that if the momentum of economic reforms, is not sustained, the hard won gains of the recent past could slip away all too easily. In continuing with the process of reform we must be clear about the basic goals of growth, equity, self reliance, and modernisation. The fundamental objective is to raise the living standards of India's people, especially the poor, in a sustained manner. Rapid, broad-based growth is the only way this can be achieved. To ensure the quickest alleviation of poverty, growth has to be labour-intensive, since labour is the principal, often the only, resource that the poor have.

I venture to think that the new policies have improved very substantially the climate for enterprise, investment and innovation. The present juncture poses

a major challenge to all of us. I very much hope that many of you will explore new vistas and look beyond jobs which only require testing of marketing skills. Your creative abilities will greatly influence the pace of India's growth and the economic stature of India in the comity of nations.

With these few words, I once again thank your Director of having given me the opportunity to share some of my ideas with you today. I wish all of you a happy and prosperous future.

Source: IIMA Archives

"HONORARY TITLE"

Honorary Title. The honorary title of the 'Fellow of IIMA' has been conferred on the following highly distinguished persons at IIMA:

Mr. JRD Tata	1982
Dr. P.L. Tandon	1984
Dr. Kamala Chowdhry	1988
<u>Dr. Manmohan Singh</u>	1994
Dr. C. Rangarajan	1997

Source: IIMA Alumnus, Vol. 30, No. 1, Jan/Feb 1998, IIMA Archives

“INVITATION CARD: IIMA 46TH CONVOCATION, 2011”



भारतीय प्रबंध संस्थान, अहमदाबाद के
छियालीसवें दीक्षांत समारोह के अवसर पर
अध्यक्ष, शासी परिषद,
शनिवार, दिनांक 26 मार्च, 2011 को
सायं 6.00 बजे आपको सादर आमंत्रित करते हैं

भारत के माननीय प्रधान मंत्री
डॉ. मनमोहन सिंह
मुख्य अतिथि होंगे और दीक्षांत भाषण देंगे

गुजरात की महामहिम राज्यपाल
डॉ. श्रीमती कमला
एवं
गुजरात के माननीय मुख्यमंत्री
श्री नरेन्द्र मोदी

समारोह की शोभा बढ़ाएंगे

कृपया इस निमंत्रण पत्र को साथ लाएं एवं अपना स्थान सायं 5.30 बजे तक ग्रहण कर लें।

कार्यक्रम पीछे दिया गया

Source: IIMA Archives

The Chairman, Board of Governors,
Indian Institute of Management Ahmedabad
cordially invites you to the
Forty-sixth Annual Convocation
on Saturday, March 26, 2011 at 6.00 p.m.

Dr. Manmohan Singh
Honourable Prime Minister of India
has kindly agreed to deliver the Convocation address
as the Chief Guest

Dr. Shrimati Kamla
Her Excellency the Governor of Gujarat
and
Shri Narendra Modi
Honourable Chief Minister of Gujarat
will grace the occasion

Please bring this card with you and occupy your seat by 5.30 p.m.

Programme overleaf

कार्यक्रम

PROGRAMME

5.40 pm दीक्षांत प्रसरण आरम्भ

Convocation procession starts

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा समारोह उद्घाटन की घोषणा और स्तुति (लुईस काहन प्लाजा, आइ.आइ.एम.ए.)
Declaring Convocation open by Chairman, Board of Governors, IIMA and Invocation (Louis Kahn Plaza, IIMA)

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा स्वागत और प्रस्तावना
Welcome and opening remarks by Chairman, Board of Governors, IIMA

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा एफपीएम उपाधि वितरण
Conferral of FPM title by Chairman, Board of Governors, IIMA

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा पीजीपी डिप्लोमा वितरण और मुख्य अतिथि द्वारा शैक्षिक पदक वितरण
Conferral of PGP Diploma by Chairman, Board of Governors, IIMA and Award of Scholastic medals by Chief Guest

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा पीजीपी-एबीएम डिप्लोमा वितरण
Conferral of PGP-ABM Diploma by Chairman, Board of Governors, IIMA

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा पीजीपीएक्स डिप्लोमा वितरण और मुख्य अतिथि द्वारा शैक्षिक पदक वितरण
Conferral of PGPK Diploma by Chairman, Board of Governors, IIMA and Award of Scholastic medal by Chief Guest

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा पीजीपी-पीएमपी डिप्लोमा वितरण
Conferral of PGP-PMP Diploma by Chairman, Board of Governors, IIMA

गुजरात के माननीय मुख्य मंत्री द्वारा संबोधन
Address by Honourable Chief Minister of Gujarat

मुख्य अतिथि, भारत के माननीय प्रधान मंत्री द्वारा दीक्षांत अभिभाषण
Convocation Address by Chief Guest, Honourable Prime Minister of India

निदेशक, आइ.आइ.एम.ए. द्वारा धन्यवाद ज्ञापन एवं समापन अभिभाषण
Vote of Thanks and Concluding Address by Director, IIMA

गण्यमान्य व्यक्तियों (माननीय प्रधान मंत्री, महामहिम राज्यपाल, माननीय मुख्य मंत्री) को आइ.आइ.एम.ए. स्वर्ण जयंती स्मृति चिह्न प्रदान करना
Presentation of IIMA Golden Jubilee Memento to the dignitaries (Honourable Prime Minister, Her Excellency Governor, Honourable Chief Minister)

अध्यक्ष, आइ.आइ.एम.ए. शासी परिषद द्वारा दीक्षांत समारोह समापन की घोषणा
Declaration of Convocation closed by Chairman, Board of Governors, IIMA

राष्ट्र गान
Playing of National Anthem

Source: IIMA Archives

“IIMA 46TH CONVOCATION, 2011”



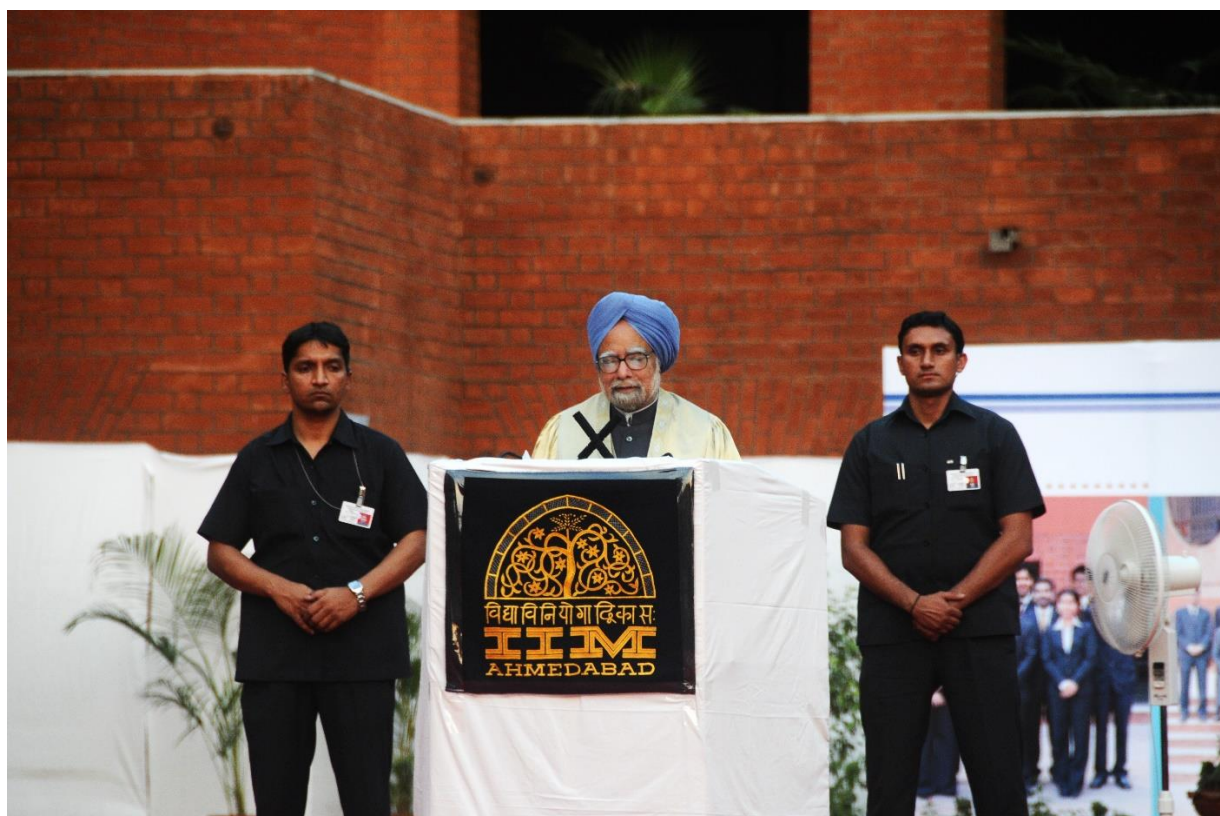
Source: IIMA Archives

“IIMA 46TH CONVOCATION, 2011”



Source: IIMA Archives

“IIMA 46TH CONVOCATION, 2011”



Source: IIMA Archives

**“IIMA 46TH CONVOCATION, 2011
ADDRESS BY CHIEF GUEST, DR. MANMOHAN SINGH,
HONOURABLE PRIME MINISTER OF INDIA”**

IIMA's 46th Annual Convocation: March 26, 2011

Address by Chief Guest, Dr. Manmohan Singh, Honourable Prime Minister of India

I am delighted to be here once again to address the Convocation in the Golden Jubilee year of the Indian Institute of Management Ahmedabad. The occasion brings back many memories of my personal association with the institute. I knew the founder Dr. Vikram Sarabhai and several former directors, including my friend the late Dr. I. G. Patel. Each one of them contributed to making IIM Ahmedabad one of the world's finest management institutes. On this memorable occasion, I feel proud to pay tribute to their memory and the contribution they made to higher education in the country.

IIM Ahmedabad's outstanding reputation has been built, not only by the vision of its founders and the leadership of its directors, but by generations of teachers, staff and students. The alumni are leaders in the corporate sector, in government and the public sector and in the voluntary sector. They have all made India proud.

2011 marks the twentieth anniversary of the launch of economic reforms in India. I had the privilege of addressing the institute's convocation in 1994 in the early days of our reform process. The path was new; the challenges were formidable; the outcomes were uncertain. But our resolve was strong and our goals were clear. Speaking here on that occasion I had said:

"Wisdom today lies in learning both from our past mistakes and from the successes of others, especially our neighbours in East and South-East Asia. Given a strong commitment to the promotion of a value system conducive to the pursuit of excellence as well as concern for social equity, and refashioning and redesigning of our institutions and policy instruments, so as to reward creativity, innovation and enterprise, India has all the ingredients of emerging as a major player on the global economic scene. This is the vision which provides the main inspiration for our economic reforms."

Our economic reforms of 1991 were aimed at unleashing the animal spirits of Indian enterprise and the wellsprings of Indian creativity. Today, the success of the reforms is evident. We have long since left behind the era of modest savings, low investment and low growth. India is today among the world's fastest growing economies. Our savings and investment rates give us confidence that we can, with prudent policies and sound economic management, achieve sustained double-digit growth.

We are now increasingly part of the global economic currents. But we have also demonstrated our resilience to external economic shocks. We were among the best performing economies during the recent economic crisis. Our foreign exchange reserves are substantial. Our industry and services sectors have modernised and diversified in an unprecedented manner. We are emerging as a global center for information technology, research, development and innovation. Our financial institutions and capital markets have become sophisticated and are capable of mobilising and allocating resources for our ambitious investment needs. India has gradually become one of the most preferred global destinations for foreign investors.

Our companies and entrepreneurs have made a successful transition from a sheltered and controlled market to an open environment. Emerging from behind protective walls, they now compete and invest in the global market place. They are bringing new products and services within the reach of the common man through vastly improved product quality and services.

However, I believe that the most profound change has however been in our mindsets. Education and opportunities have created unprecedented social and economic mobility. There is a revolution of expectations and a surge of aspirations in an increasingly young India. It is the energy and the enterprise of a new generation of Indians that is driving our nation's growth and economic transformation.

Rural India no longer sees its problems only as the responsibility of the government. Citizens of rural India are being newly empowered by owning a mobile phone or having access to a high school education. They are seeking lives of greater dignity and well being through the right to information, education and employment. Innovation is no longer the preserve of industry, but increasingly a means of addressing our pressing economic and social challenges.

While we should take pride in our successes, we are also conscious of the many challenges that persist. We still have to deal with the problems of mass poverty, hunger and disease and corruption. We need to bridge the enormous infrastructure deficit, the regional divide, and the digital divide. We must ensure much greater penetration of quality and affordable social services. We have to create food and energy security for our teeming millions. We have to upgrade skills, and boost manufacturing in order to provide employment opportunities for our youth.

It used to be said that the business of business is business itself. But in recent years new ideas have emerged. The late Professor C. K. Prahalad had stressed the importance of the bottom of the pyramid. The famous Harvard professor Michael Porter has recently written about the concept of 'shared value' for companies, which involves creating economic value in a way that also creates value for society by addressing its needs and challenges. He suggests that companies should take the lead in bringing business and society back together. This is a new principle in management theory and will require more rigorous study. But when I look at the Indian scene, I think there are a number of areas in which industry can work on its own and in partnership with government to advance societal value in its own enlightened and long term interest.

Going forward, the pace of reform in India will depend on how far our policies meet the test of democratic consensus and take into account the vulnerabilities of different sections of our population. Companies undertaking greenfield projects cannot see their factories and units as oases, cut off from the needs and interests of the community around them. We need to work out more effective mechanisms and principles for the use of land and other resources that reconcile different interests.

At the larger level, our common task is to guide the public debate on important issues, noisy as it sometimes can be, towards a meaningful consensus. But it should not be assumed that the responsibility of forging consensus, whether it is on a unified goods and services tax or other economic legislation devolves on the government alone. Industry must play its part in building public opinion, suggesting alternative policies that reconcile multiple interests and objectives, and canvassing its viewpoint in a credible and transparent manner.

Secondly, we should recognize that our high growth is not sustainable unless it is made more inclusive in a manner that helps to reduce social tensions and disparities. There are many business opportunities in keeping a billion Indians well fed, healthy and educated, if we can provide them productive employment, we would have created one of the world's largest consumer markets.

There is much that industry can do both through increased direct investment in education, health, skill development and rural and urban sanitation and through corporate social responsibility programmes.

Our global competitiveness will depend on our continued ability to produce top quality manpower at all levels of the knowledge pyramid in adequate numbers. The needs are enormous and the government will do its part to facilitate investment in these areas.

Thirdly, industry needs to look more closely at issues like climate change and environmental damage that threaten our way of life. I have often said that sustainable development is for all practical purposes a buzz word. What are the ways in which we can strive to make green growth a profitable proposition? How can we use innovation and science to build clean energy security? These are questions that each company and industry as a whole need to ask. I urge industry to make greater intellectual contributions to these important debates. Industry needs to link much more with academia or even the voluntary sector to study these issues and frame practical approaches and solutions to these problems.

One of the fundamental lessons of management is that organisations must adapt to changes in the environment to succeed. The IIMs have served the needs of our nation well over the past five decades. They must now prepare our youth for the demands of a globalised world, where change is the only constant, ideas spread with the click of a mouse and technological changes are ceaseless. At the same time, these institutions should help develop solutions for the critical development challenges of our time. Their research should create management models that are appropriate for our country and society.

If you ask me, what is India's greatest strength as a home for management education, I would say it is our spirit of "can-do" and our ability to deal with any situation. There is no better training ground for Indian managers than India itself. If you can succeed in India, you can succeed anywhere in the world!

Indian managers face many challenges - the diversity of people, scarcity of resources, multiplicity of demands, plurality of objectives and the complexity of rules and regulations.

It is their ability to deal with these challenges that make them among the world's best managers. Indian CEOs are second to none in the world.

As you go into the world, I hope that your decisions will be shaped and your contributions measured not only by the outstanding education and training that you have received here, but also by the values that define our society and the ideals on which our nation is founded - democracy, debate and openness; the timeless embrace of pluralism and celebration of diversity; the rule of law; the commitment to social and economic equity and justice; and, the high value that we attach to enterprise. I hope nothing will diminish your faith in the importance of integrity in your personal and professional actions.

I am confident that as you go through life, you will not only contribute to our nation's progress, but you will be leaders in shaping a more prosperous, equitable and sustainable world.

Thank you.

Source: IIMA Archives