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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
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
Keeping true to its vision, XLRI strives to offer a management-centric education which is not just leading to a degree, but one that inspires future business leaders to respond to the unmet needs of the society.
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.

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 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 future business leaders 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 Xler in three areas:

(a) Academic excellence – learning not for grades but for knowledge and wisdom. A genuine thirst for knowledge, questioning the status 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.

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.


Postgraduate Certificate in Sales and Marketing Management was added to the portfolio of satellite-based programmes in 2005. Postgraduate Certificate in Sales and Marketing Management and Postgraduate Certificate in Retail Management were also added in 2007.

The Master of Science Programme in Positive Organisation Development and Change (MPOD), pioneered by the Weatherhead School of Management at Case Western Reserve University (Cleveland, USA), is offered in partnership with XLRI Jamshedpur. The 15-month programme specifically caters to the needs of executives and change agents from around the world who face increasing complexity and growing challenges of interconnectedness in multicultural contexts.
The library houses a veritable collection of:

- **68,718** books
- **16,806** back volumes of print journals (some of them dating back to the days of inception)
- **65** national and international print periodicals
- **35** online databases
- **1,230** online journals
- **14,200** PG and doctoral dissertations
- **1,520** CD-ROMs and DVDs
- **590** video cassettes
- **5000** publications of government & 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 postgraduate students, research scholars, faculty members 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 electronic resources useful for teaching, learning, research and reference purposes.

The library houses a veritable collection of 68,718 books, 16,806 back volumes of print journals (some of them dating back to the days of inception), 65 national and international print periodicals, 35 online databases, 1,230 online journals, 14,200 PG and doctoral dissertations, 1,520 CD-ROMs and DVDs, 590 video cassettes and more than 5,000 publications of government and Reserve Bank of India. The library is fully automated and equipped with the latest technologies including Hybrid RFID system for Self Check in/out of library items by the users without the assistance of library staff.

The knowledge portal of the library enables access to the entire electronic resources by a single click. Library is subscribing electronic resources from EBSCO, ProQuest, Science Direct, IGATE, LexisNexis, Emerald, SAGE, Wiley, Oxford, Springer, Taylor & Francis and JSTOR Archives, covering almost 32,000 full text e-Journals. The portal also covers over 21,000 e-books, other industrial databases like Bloomberg, Emerging Markets, CMIE, CRISIL Research, Indiastat, CAPITALINE, Banking Rules, Gartner, India Business Insight, EPW Research, Euromonitor, ACE Mutual Fund, Report Junction, and Supreme Court cases on CD-ROM (LAN). Library also provides remote access to library users when needed. It also subscribes to anti-plagiarism tools for checking academic and research outputs. Library works for 21 and a half hours every day throughout the year, leaving 2 and half hours for daily maintenance (6.00 am to 8.30 am) and 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 contents alerts, bibliographic service, reprographic services and user orientation and training besides its usual services.
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 500 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 software. 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/Corporate and for interactive lectures and dialogue sessions.

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 Subernarekha 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 Behavioral 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 computerized experiment and analysis with multimedia capabilities.
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.

Hostel Facilities
For the BM/HRM students, the hostel rooms are as follows: Juniors: In the recently inaugurated Fr McGrath Residence there are 384 single-bedded rooms spread over 7 floors. Seniors: Spread across four buildings -: Mother Teresa’s Hostel with 64 rooms, Nilima Acharjee’s Hostel with 22 rooms (Especially for FPM students), Fr Enright Hostel with 116 rooms and St Thomas’ Hostel with 185 rooms (only boys).

For the GMP students, there are a total of 151 rooms with attached bathroom and a kitchenette. One-third of them are double bedded rooms for students with families. They are in Block A and B. The single-bedded rooms are available in Blocks C & D.

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.

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).

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 fully-equipped auditoriums. 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.

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
Over the years XLRI has added many more executive and certificate programmes to meet the growing demands of the sector. It has expanded its infrastructure to facilitate student requirements and promote a healthy learning environment. Its virtual interactive programmes and entrepreneurship programmes have a wide range of applicants from varied educational and professional backgrounds.
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 - 4-year Fellow Programme in Management

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
  - PGCBAMD - Postgraduate Certificate in Business Analytics for Management Decisions
  - PGCSLM - Postgraduate Certificate in Senior Leadership Management

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

Entrepreneurship Programme

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

**Academic Programmes offered at XLRI**

<table>
<thead>
<tr>
<th>Duration</th>
<th>Programme</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 year</td>
<td>PGDM</td>
<td>Two year full time post-graduate programme&lt;br&gt;1. PGDM Business Management (BM)&lt;br&gt;2. PGDM Human Resource Management (HRM)</td>
</tr>
<tr>
<td>15 month</td>
<td>PGDM GMP</td>
<td>15-month, full-time programme for experienced executives leading to a Postgraduate Diploma in General Management Programme</td>
</tr>
<tr>
<td>4 year</td>
<td>FPM</td>
<td>Four year Fellow Programme in Management</td>
</tr>
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</table>

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

XAT score can be downloaded from the website. No hard copy of the score card will be sent.

**Names of the shortlisted candidates for the interview will be posted at www.xlri.ac.in**

**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.

**Important Dates**

- The last date for the online registration for XAT
  - November 30, 2018
- The last date for the online registration for XLRI programmes
- XAT will be held on Sunday, January 6, 2019 in 46 cities across India for BM, HR, GMP and FPM.
- Sunday, January 06, 2019
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, 2019 may also apply.

Orientation Programme

An orientation programme will be conducted during June 2019. 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.
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 programme, 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 specialization 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 11.50 Lakh p.a. (Mess and Hostel expenses would be charged extra.)
PGDM (HUMAN RESOURCE MANAGEMENT)

**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
- OB – 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
- Management Information Systems – 2 credits
- Marketing Management
- OB - III: Organizational Structure, Design and Change
- Social Research Methods
- Strategic Management

**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
- Communicating Critical Decision
- Consulting to Management
- Contract Law for HR Managers*
- 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
- Entrepreneurship Planning and Development: with special reference to Tech-Entrepreneurs and Professionals
- Ethics of Business Turnaround Management
- Executive Compensation
- Experimental Economics for Managers
- Financial Considerations in Managing HR
- Game Theory for Managers
- Global Business Turnaround Management: Transformation
- Grievance Resolution* 
- HR Audit* 
- Human Resource Information Systems
- Human Resource Management in Service Sector
- IS 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 Energy Businesses
- 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
- Public Policy and Business Strategy
- 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 Communication
- 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
# PGDM (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
- Experimental Economics for Managers
- 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**
- Advanced Financial Modeling using R
- Behavioural Finance*
- Business Analysis and Valuation
- Capital Expenditure Planning and Control
- Commodities Derivatives Market
- Corporate Taxation
- Financial Analysis, Planning and Control
- Financial Considerations & GST for Sales Function*
- 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
- IS 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 and Society
- 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
- Sports and Tourism 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
- IS Strategy
- International Relations and Management
- Introduction to Management Consulting Practice
- Introduction to Social Entrepreneurship
- Managing Energy Businesses
- Managing Private-Public Partnerships
- Managing Strategic Transformation
- Mergers, Acquisition and Corporate Restructuring
- Public Policy and Business Strategy
- 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
- Analysis of Sports and Sportspersons
- Assertiveness Training
- Balanced Score Card
- Behavioral Strategy & Decision-Making
- Building Learning Organisations
- Communicating Critical Decision
- Consulting to Management
- Corporate Governance
- Corporate Image Building
- Cross-Cultural Management
- Decision Making for Effective Leadership
- Designing Organisations for Uncertain Environment
- Emotional Intelligence and Managerial Effectiveness
- Ethics of Business Turnaround Management
- 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
- Strategic Communication
- Stress Management
- Transactional Analysis
- Zen and the Executive Mind

*Half-Credit Course
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

Term I:
- Management Accounting - 4 Credits
- Managerial Communication - 3 Credits
- Managerial Economics - 4 Credits
- Managing Human Behaviour - 4 Credits
- Quantitative Techniques for Managerial Decisions - 4 Credits
- Spread Sheet Modeling - 1 Credit

Term II:
- Financial Management - 4 Credits
- Human Resource Management - 4 Credits
- Introduction to Sustainable Development and Corporate Sustainability - 1.5 Credits
- Legal Environment of Business - 2.5 Credits
- Managerial Ethics - 1.5 Credits
- MIS: Technical and Social Perspective - 3 Credits
- Marketing Management - 4 Credits
- Operations / Optimization Models for Managerial Decisions - 5.5 Credits

Term III:
- Performance Management and Appraisal - 1.5 Credits
- Strategic Management - 3.5 Credits

Elective Courses (Tentative list)
- Advanced Corporate Finance
- Advertising & Integrated Brand Communications
- Applied Econometrics For Business
- Balance Score Card - 2 Credit
- 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
- Communicating Critical Decisions - 2 Credit
- Competition And Globalisation
- Competitive Strategies For Oligopolistic Markets - Theoretical Underpinnings In Industrial Organization
- Consumer Analytics
- Consumer Behaviour
- Corporate Tax Management
- Decision Making for Effective Leadership - 2 Credit
- 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 Considerations & GST for Sales Function - 1.5 Credit
- 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 Energy Businesses - 2 Credit
- Managing Service Operations
- Managing Strategic Transformations - 2 Credit
- 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
- Project Planning And Control
- Public Policy and Business Strategy - 2 Credit
- 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

Fees

Fees and other charges payable for 15 months PGDM (General Management) will be approximately 20,00,000/-

Food electricity and other personal expenses would be charged extra depending on the type of accommodation preferred by the student.
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 2019)**

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 6, 2019.

**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 CGPI 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, 2018. [Same as XAT]

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### 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:

- 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.
- be currently employed in a full-time job.
- have at least 5 years of full-time executive/managerial/ teaching/ research experience as on March 31, 2019.

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

For application process & details, kindly visit acad.xlri.ac.in/admission

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

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### 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 2019.

Last Date for Applying to EXEC FPM: December 31, 2018.

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### Fees

The fees and other charges payable for the Executive Fellow Programme in Management (EFPM) is Rs. 8,50,000/- plus additional charges applicable if any. Boarding Lodging and other expenses incurred during the stay in campus will be charged separately.

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**Last Date for Applying to EXEC-FPM:**

December 31, 2018.

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**Last Date for Applying to FPM:**

December 31, 2018.
THREE-YEAR, WEEKEND PROGRAMME IN BUSINESS MANAGEMENT

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 weekend programme in Postgraduate Diploma in Management from 2019-22 should have the following eligibility:

A bachelor’s degree or equivalent in any discipline obtained after a minimum of three years of education after completion of 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 admission.

Work Experience
Two years of work experience, after the completion of their bachelor’s education, in supervisory/executive role in organisations as on May 31, 2019.

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.
Interactive Learning Approach

XLRI started its Virtual Interactive Learning Programs to be at the forefront of technology developments in education by using technology to cater a wider range of audience, enhancing the reach of brand XLRI. 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. The VIL program portfolio comprises a mix of long duration post-graduate certificate programs and shorter duration e-MDP programs. As on date, over 10000 working professionals have successfully completed these VIL programmes.

Operation

In 2002, XLRI became the first B-school to provide a portfolio of certificate courses in management delivered through virtual classrooms.

The VIL Programs run in collaboration with technical partners; Hughes Global Education India Limited, Unified Collaboration Services and Times Center for Learning Limited. There are 167 classrooms across the country to facilitate the programs.

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

The programs offered are:

- **PGCBM** – Postgraduate Certificate in Business Management
- **PGCHR** – Postgraduate Certificate in Human Resource Management
- **PGCBAMD** - Postgraduate Certificate in Business Analytics for Management Decisions
- **PGCSLM** - Postgraduate Certificate in Senior Leadership Management
The Campus Component and the Graduation Ceremony are the two major events of the Post-Graduate Certificate Programs

- 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 HRM/BM/BAMD/SLM” in the Graduation Ceremony held at XLRI Campus, Jamshedpur.
- The candidates are bestowed with the prestigious XLRI alumni status. For further details, please visit: http://www.xlri.ac.in/vil

USP of XLRI Post-Graduate Certificate Programs

- High Quality Management Education from a 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 largely scheduled during evenings/weekends to minimize disruption to the students’ professional commitments
- Classroom locations in the country include most of the metros and smaller cities.

e-MDP’s

The short duration programs popularly known as e-MDP Programs offer various sector specific and contemporary courses in management disciplines delivered via Direct to Desktop (D2D) mode. These innovative e-MDP in various functional disciplines are very well accepted by individuals and corporates. Upon successful completion of the e-MDP, the participant is awarded with certificate of participation/completion. The e-MDP programs are conducted in collaboration with the following technical partners; Tech Mahindra (Education Lanes), Talent edge, ICICI Direct Centre for Financial Learning and Times Center for Learning Limited. Some of the more popular e-MDP programs on this platform are:

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

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

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, 2018.

Selection Process

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

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
- Dissertation

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)
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 provided 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 multilocational 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.

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.

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.
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.

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.

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
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

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 2019

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

Program Pedagogy
The above stated objectives will be attained through:

An intensive program useful from a corporate management viewpoint.
- Project-based courses.
- Lecture series.
- Case methods.
- Group work.
- Assignments.
- Dissertation
MEDALS FOR Academic Excellence

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

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 [Evening]
[Sponsored by Jagans]

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

<table>
<thead>
<tr>
<th>Scholarship Name</th>
<th>Eligibility</th>
<th>Criteria</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kalyan Ganguly XEF Scholarship</td>
<td>BM-II</td>
<td>Merit-cum-Need</td>
<td>₹ 1,00,000</td>
</tr>
<tr>
<td>Naveen Jain &amp; Distinguished Alumni Award</td>
<td>HRM-II, BM-II</td>
<td>Merit-cum-Need</td>
<td>₹ 20,000</td>
</tr>
<tr>
<td>Vasantha Sankaran Scholarship</td>
<td>BM-II</td>
<td>Stipulated criteria by the Donor</td>
<td>₹ 1,00,000</td>
</tr>
<tr>
<td>XLRI Diamond Jubilee [Seniors]</td>
<td>HRM-II, BM-II</td>
<td>Merit-cum-Need</td>
<td>₹ 2,85,000</td>
</tr>
<tr>
<td>XLRI Diamond Jubilee [Juniors]</td>
<td>HRM-I, BM-I, HRM-II, BM-II</td>
<td>Merit-cum-Need</td>
<td>₹ 2,55,000</td>
</tr>
<tr>
<td>Alumni Scholarship</td>
<td>HRM-II, BM-II</td>
<td>Merit-cum-need</td>
<td>₹ 1,50,000</td>
</tr>
<tr>
<td>Capital First Scholarship</td>
<td>HRM-I, BM-I, GMP</td>
<td>Selection as per the company criteria</td>
<td>₹ 1,00,000</td>
</tr>
<tr>
<td>Government of India for [ST] Students</td>
<td>HRM-II, BM-II</td>
<td>Selection as per the Government’s criteria</td>
<td>₹ 8,40,000</td>
</tr>
<tr>
<td>Aditya Birla Scholarship</td>
<td>HRM-I, BM-I, HRM-II, BM-II</td>
<td>Merit and selection as per the company criteria</td>
<td>₹ 1,75,000/Year</td>
</tr>
<tr>
<td>OP Jindal Engineering &amp; Management</td>
<td>HRM-I, BM-II</td>
<td>Merit-cum-Online Test and Interview</td>
<td>₹ 1,50,000</td>
</tr>
<tr>
<td>T Thomas</td>
<td>HRM-II, BM-II</td>
<td>Selection as per the company criteria</td>
<td>₹ 1,00,000</td>
</tr>
<tr>
<td>Pirojsha Godrej</td>
<td>HRM-I, BM-I</td>
<td>Merit-cum-Need</td>
<td>₹ 25,000</td>
</tr>
<tr>
<td>Joseph M Sciortino [for ST Students]</td>
<td>HRM-II, BM-II</td>
<td>Will be distributed equally among the applicants</td>
<td>₹ 25,000</td>
</tr>
<tr>
<td>Geeta Saxena Memorial</td>
<td>HRM-II, BM-II</td>
<td>Stipulated criteria by the Donor</td>
<td>₹ 20,000</td>
</tr>
</tbody>
</table>
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 in last five years is evident from the report.

<table>
<thead>
<tr>
<th>Type</th>
<th>2013-14</th>
<th>2014-15</th>
<th>2015-16</th>
<th>2016-17</th>
<th>2017-2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Articles in journals (International)</td>
<td>19</td>
<td>22</td>
<td>41</td>
<td>57</td>
<td>55</td>
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<tr>
<td>Articles in journals (National)</td>
<td>20</td>
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<td>19</td>
<td>11</td>
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<tr>
<td>Books</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Book Chapters</td>
<td>3</td>
<td>5</td>
<td>7</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Cases / Notes</td>
<td>14</td>
<td>21</td>
<td>21</td>
<td>22</td>
<td>27</td>
</tr>
<tr>
<td>Working Papers/Seminars</td>
<td>58</td>
<td>36</td>
<td>72</td>
<td>53</td>
<td>53</td>
</tr>
<tr>
<td>Papers Presented at Conferences (International)</td>
<td>51</td>
<td>18</td>
<td>38</td>
<td>47</td>
<td>32</td>
</tr>
<tr>
<td>Papers Presented at Conferences (National)</td>
<td>26</td>
<td>18</td>
<td>15</td>
<td>35</td>
<td>18</td>
</tr>
</tbody>
</table>
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 comradeship. A fresher is greeted with warmth and is made a part of the student fraternity. 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 tenure 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 instil 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, and opinions of the greatest minds in the world of business. Yet, a good part of the XL life is much more than just academics. While the committee activities by the student body ensures your everyday life is much more than academics, there are also annual events that reiterate it. We have the annual management, cultural and sports fest Ensemble Valhalla, the marketing extravaganza MAXI fair and the age old XL-IIMC sports meet to name a few.

A student, irrespective of her/his stream, always finds an opportunity to explore their interests. 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.
SOCIETIES ON CAMPUS

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.

**STUDENT AFFAIRS COUNCIL (SAC)** is the apex body and the representative council of the students of XLRI. SAC consists of a General Secretary at the helm and four elected representatives from the senior batch. 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 academic content, student life and activities on campus.

**PLACEMENT COMMITTEE** is solely responsible for the Summer and Final Placements for all students in XLRI. This 12-member committee liaisons with corporates to maintain industry relationships and ensure the best possible placements for all students. They are also responsible for conducting engagement activities such as pre-placement talks, corporate competitions and leadership talks to improve the student-company connect. The team is supported by various other committees to ensure that the placement process is smooth and hassle free.

**ACADEMIC COMMITTEE** acts as the bridge between the students and the faculty. It comprises a Secretary and two Class Representatives (CRs) from each section. They are elected by the students of each section and are thus accountable to them. Sole objective of AcadCom is to serve as a central coordinator working for the benefit of the students, faculty and administration.

**ENSEMBLE VALHALLA** is the annual management, cultural and sports festival of XLRI. The Ensemble Valhalla Core Team (EVCT) is responsible for conducting the same. The team conducts one of the largest festivals amongst B-Schools in India. The senior team is 14 people strong along with the 6 secretaries of extra-curricular committees on the campus, who together form the core-team. With a participation from all the tops IIMs across India, EV has been able to garner a great repute for itself as well as a brand name for XLRI across B-Schools in the country. While we aim to make a mark nationally, EV has also taken up initiatives to give back to the local communities in Jamshedpur.

**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.

**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.

**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.

**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 on boarding process every year, and to maintain the official student blog, XLMeriJaan.

**FINAX (The Finance Association at XLRI)** is a committee of enthusiasts who have a flair for Finance and
related fields. The members have either already ventured into the world of finance or are looking forward to do so. The committee with all its potential strives to promote finance related activities and careers for the students of XLRI. It is one of the oldest committees at XLRI and caters to the students having interest in the finance domain.

**FIRE@X (The Forum for Industrial Relations at XLRI)** as the name suggest is the committee for promotion of industrial relations at XLRI. It aims to inculcate a dialogue amongst the student community about key aspects of Employee Relations/Industrial Relations. It helps the students foray into the dynamic world of industrial disputes, resolutions, bargaining and agreements. It is a frontrunner in keeping the Labour Law and IR culture alive at XLRI, something which the institute's roots are steeped in and that remains, till date, its distinguishing factor.

**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.

**THE 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. It also facilitates the entire application process of the outgoing XLRI students. It maintains collaboration with the student exchange committees of other IIMs to procure best deals for XLRI students for insurance, visa, travel cards etc.

**MAXI (The Marketing Association of XLRI)** is the oldest committee on campus as well as the oldest co-curricular committee in the country. Established forty-seven years ago, in 1971, MAXI’s mandate has been simple – to popularize the field of Marketing at XLRI and ensure that fun and quirkiness are an integral part of the entire process. All events conducted by MAXI are designed to give students a deep, working insight into what Marketing is really about. This is achieved through a mix of competitive events, talks, interaction sessions, conferences and of course, the world-renowned MAXI Fair.

**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 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 (The Society for Promotion of Indian Classical Music and Culture among Youth)** is a prominent non-profit voluntary organization spread across educational institutions around the globe. With an objective to facilitate the exchange of traditional Indian values and to generate awareness amongst the youth about rich Indian cultural traditions, the XLRI Chapter constantly endeavours to introduce traditional Indian culture and Classical art forms to the youth of our institute with the hope that the wealth of knowledge and beauty that it encompasses would add further meaning to our lives.

**SOCRATES (Society for the Rapid Assimilation of Technology and Systems at XLRI)** is the IT committee on campus. It 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. From the college app to committee websites, all is developed and managed by this group.

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

**Informal Committees and Interest Groups** ensure that life in XLRI is nothing short of a lifetime experience. While committees like Samarthya and Toastmasters ensure you do what you love, groups like PIXL and Bodhi Tree help keep your passion alive. Also, to ensure this is a home away from home, we have regional committees to make sure that no festival passes without celebrations knocking at your door.
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
AfrAsia Bank Limited

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

Prabhakar Jain (81BMD)
CEO International Business at Pidilite Industries

Sandeep Bakshi (81BMD)
Director & Chief Operating Officer, ICICI Bank Limited

R Rama Krishnan (82BMD)
Vice Chairman, Jt. Managing Director & Group CEO
Polycab Group

Zarir Langrana (82BMD)
President – Global Chemical Limited
Tata Chemicals Ltd.

NS Rajan (83BMD)
Group CHRO, Group CMO CEO, IDFC Foundation IDFC Bank

Chandramouli Venkatesan (91BM)
Managing Director
Mondelez India Foods Private Limited India

Arun Dey (83BMD)
Chief Executive - Automotive Reliance Retail Ltd.

Mervyn Raphael (83PMIR)
Managing Director
People Business Consulting

Vineet Nayar (85BMD)
Founder, Sampark Foundation & Former CEO of HCL Technologies Ltd

PS Jaya Kumar (86BMD)
CEO & Managing Director, Bank of Baroda

Madhukar Kamath (BMD-76)
Chairman Emeritus - DDB Mudra Group

Sanjeev Kapur (BMD-98)
Chief Marketing Officer (Asia Pacific & Japan)
MetLife

Jamshed Darboo (86BMD)
MD
Trent Hypermarket Ltd Star Bazaar

Ankur Gupta (IAS) (88BM)
Director General Higher Education, Govt. of Haryana

S.V. Nathan (PMIR-83)
Partner & Chief Talent Officer
Deloitte India

Ajay Kaul (89BMD)
Senior Director Everstone Group
Former CEO Domino’s Pizza (India)

Amar Babu (89BMD)
Vice President & COO, Asia Pacific Lenovo

Shankar Narayanan (89BMD)
Managing Director
Carlyle Group (India)

Rajiv Burman (89PMIR)
Head Human Resources APAC at Kronos USA

Sanjay Bhandarkar (90BMD)
Senior Advisor
Rothschild, India

Anurag Behar (90BMD)
Co-CEO, Azim Premji Foundation, Vice Chancellor Azim Premji University

Ashish Rajpal (92BMD)
Founder
XSEED Education iDiscoveri

CVL Srinivas (93BMD)
CEO South Asia
GroupM

Sadashiv Nayak (93BMD)
Business Head-Big Bazaar Future Group India

Gopal Nagpal (94PMIR)
Partner
Ernst & Young

Rekha Menon (PMIR-81)
Chairman and Senior Managing Director
Accenture

ABROAD

Rakesh Kapoor (82BMD)
CEO
Reckitt Benckiser UK

Matangi Gowrishanka (79PMIR)
Global Head of Capability Development
British Petroleum Singapore
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 which also includes Mentorship Programmes where young XLers are mentored by Senior Alumni in India and aboard.
Lateral Recruitment Process (LRP)

The Lateral Recruitment Process (LRP) is designed for students with prior work experience to enter the corporate world at middle and senior level positions. Companies from various domains such as consulting, finance, technology, general management and HR have been visiting the campus over years for recruitment. Few names in the list include Amazon, Microsoft, PayTM, PWC, KPMG, Sterlite, Hinduja Group amongst several others.

Placement Process

For years now, XLRI has been building successful and fulfilling careers for the thousands of aspiring managers who have entered its hallowed gates. The Student Placement Committee is the exclusive body for managing the process and all placement related activities. The committee works round the year to match the best the industry has to offer with the best of talent.

Summer Internship Process (SIP)

The Summer Internship Process (SIP) is a mandatory part of the post graduate programs (PGDHRM and PGDBM) offered at XLRI. Post completion of the first academic year, students are expected to undergo internship with an organization for a minimum duration of 8 weeks. The purpose of the same is to provide an opportunity to work on real-life problems, gain useful experience in a particular domain and to combine classroom learnings with industrial perspectives.

XLRI is proud to have been associated with industry stalwarts across domains like consulting, FMCG, BFSI, ITES and many more. The recruiter list includes BCG, JPMC, HUL, P&G, RB, ITC, Nestle, Mondelez International, GSK, Colgate Palmolive, Marico, Coca-Cola, Goldman Sachs, Citibank, Standard Chartered, Microsoft, Samsung, TAS, Airtel, Aditya Birla Group amongst several other such prominent names.

The SIP process for the batch of 2017-2019 saw an average stipend increase of 20% with the value standing above 90k per month.

The real-time work enables a company to evaluate interns and has resulted in a number of pre-placement offers over the years.

Lateral Recruitment Process (LRP)

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Campus Recruitment Process (CRP)

This process happens during the last month of the graduating year with an impressive list of international and national firms coming down to campus to recruit students. XLRI boasts of having an excellent placement season year after year despite market conditions, with the best of the roles offered to the students. Companies who have been visiting the campus for the same include BCG, HUL, RB, Airtel, TAS, Reliance, Accenture Technology Flipkart, Samsung, Star India, ICICI Bank apart from several others.

Over the years XLRI has proved its mettle by being the premier B-school for management in HR studies with the best companies from across sectors coming for yearly recruitments.
A CROSS-SECTION OF OUR RECRUITERS

- ABInBev
- Accenture Strategy
- Accenture Technology
- Aditya Birla Group
- Airtel
- Amazon
- American Express
- Aon Hewitt
- Asian Paints
- Avendus Capital
- Axis Bank
- Bajaj
- BCCL
- Cairn
- Capgemini
- Citibank
- Cipla
- Coca Cola
- Cognizant
- Colgate Palmolive
- DBS
- Deloitte
- Directi
- Dr.Reddy’s Laboratories
- Edelweiss
- Everest Group
- Ernst and Young
- Flipkart
- Glaxo Smith Kline
- Hindustan Coca-Cola Beverages
- Hindustan Unilver Limited
- HDFC
- IBM Consulting
- ICICI
- ITC
- Johnson & Johnson
- JP Morgan Chase
- Kotak
- KPMG
- Lodha Group
- Mahindra
- Marico
- Mattel
- Mercer
- Micorsoft
- Mondelez International
- Nestle
- Ola
- Oyo
- Piramal
- PWC
- Procter & Gamble
- Reckitt Benckiser
- Reliance industries
- RPG Enterprises
- Samsung
- Shannonside Capital
- Standard Chartered
- Star TV
- Sterlite
- TAS
- Tata Steel
- The Boston Consulting Group
- Uber
- Vodafone
- Vector Consulting
- Wipro
- Yes Bank

(Partial List)
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 contribute in enriching the quality of core courses and electives offered to students. The faculty members are grouped under the following nine areas:

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

### Economics
- **Arundhati Sarkar Bose**
  M.A. (Eco.); M. Phil; PhD (JNU)
- **Purna Chandra Padhan**
  MA (Eco); PhD (University of Hyderabad)
- **Santanu Gupta**
  M.A. (Eco); PhD (IGIDR Mumbai)
- **Suma Damodaran**
  MA (Eco); Fellow (IIM Bangalore)
- **Sumit Sarkar**
  MA (Eco); PhD (JNU)
- **Vishwa Ballabh**
  M.Sc.(Agr.); PhD (New Delhi)

### Finance
- **A Kanagaraj**
  M.Com; PhD (Pondicherry University)
- **Gourav Vallabh**
  M.Com; PhD (University of Rajasthan)
- **H K Pradhan**
  M.Phil; PhD (Pune)
- **Pitabas Mohanty**
  MA, CFA; Fellow (IIM Bangalore)
- **Prantik Ray**
  MBA (Finance); MA (Eco.); DBF, ICFAI
- **Ram Kumar Kakani**
  B Tech; Fellow (IIM-C)
- **Sabyasachi Sengupta**
  Chartered Accountant, ICAI; Cost Accountant, ICWAI; Company Secretary, ICSI
- **Santosh Kumar Sangem**
  CA, CFA; Fellow (IIM Calcutta)
- **Uday Damodaran**
  M.Stat (SQC&OR); Fellow (IIM Bangalore)
- **Trilochan Tripathy**
  MA (Economics); Ph.D.- Utkal University

### General Management
- **Francis M Peter, S.J.**
  MA (English); PhD (Trichy)
- **Jerome Cutinha, S.J.**
  MA (Economics); PhD (University of Madras)
- **Oswald AJ Mascarenhas, S.J.**
  MBA (Finance & Marketing); PhD (Wharton School of Business, USA)
Organisational Behaviour

**Antony Uvary, S.J.**
PM & IR (XLRI); Ph.D. (Madras Univ.)

**E Abraham, S.J.**
PMIR, XLRI; Ph.D (Gujarat University)

**Gloryson RB Chalil**
M.L.L & L.W.; Fellow (IIM Bangalore)

**Kanchan Mukherjee**
M.Sc. (Management); Ph.D (INSEAD, France)

**Kumar Alok**
PGDM; Fellow (XLRI Jamshedpur)

**Manish Singhal**
PGDM; Fellow (IIM Calcutta)

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MA (Psy); Ph.D (IIT Bombay)

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PGDM; Fellow (IIM Calcutta)

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M Stat (ISI); Fellow (IIM Bangalore)

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Indrajit Mukherjee
PGDBM; Fellow (IIM Calcutta)

Munish Kumar Thakur
MBA; Fellow (IIM Calcutta)

Manoj Thomas
PGD RM; Fellow (IRMA)

Tata L Raghu Ram
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Saurabh Kaushik Pandya
MBA; Fellow (IIM-Bangalore)

Saurav Snehvar
B.Tech.; Fellow- IIM Ranchi

Kalyan Bhaskar
B Tech (Electrical); Fellow (IIM Ahmedabad)
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Dr Ashis K Pani</td>
<td>Dean [Academics]</td>
</tr>
<tr>
<td>Fr Nelson D’Silva, S.J.</td>
<td>Associate Dean - Student Affairs &amp; Administration</td>
</tr>
<tr>
<td>Dr Munish Thakur</td>
<td>Associate Dean - FPM, Research</td>
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<tr>
<td>Dr Pranabesh Ray</td>
<td>Chairperson, Alumni Relations</td>
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<tr>
<td>Dr Uday Damodaran</td>
<td>Chairperson, Placement [BM &amp; HRM]</td>
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<tr>
<td>Dr. Vishwa Ballabh</td>
<td>Chairperson, Entrepreneur Development &amp; Incubation Centre</td>
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<tr>
<td>Fr Oswald Mascarenhas, S.J.</td>
<td>XLRI Ethics Research Centre and Student Counselor</td>
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<tr>
<td>Mr Sunil Varughese</td>
<td>Chief Brand &amp; Sustainability Officer</td>
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<tr>
<td>Mr N Rammurty</td>
<td>Head - Purchase and Store</td>
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<tr>
<td>Mr Om Shankar</td>
<td>Chief Security Officer</td>
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<tr>
<td>Mr James Tirkey</td>
<td>Administrative Officer</td>
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<tr>
<td>Mr Pranab Kumar Shaw</td>
<td>Civil Works</td>
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<tr>
<td>Fr E Abraham, S.J.</td>
<td>Director</td>
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<tr>
<td>Dr Soumyakanti Chakraborty</td>
<td>Associate Dean - Executive Programs</td>
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<tr>
<td>Dr Santoshkumar Sangem</td>
<td>Associate Dean - VIL Programs</td>
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<tr>
<td>Dr Pingali Venugopal</td>
<td>Chairperson, International Relations</td>
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<tr>
<td>Prof. Sabyasachi Sengupta</td>
<td>Chairperson, Placement [GMP]</td>
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<td>Dr Tina Stephen</td>
<td>Chairperson, Committee Against Sexual Harassment [CASH] at the workplace</td>
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<td>Prof. Rajiv Misra</td>
<td>Career Services &amp; Industry-Institute Interaction</td>
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<td>Mr T Madhu Swamy</td>
<td>Head - Placement</td>
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<td>Mr N Mohan</td>
<td>Head - IT</td>
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<tr>
<td>Mr Kamlesh Thakkar</td>
<td>Finance &amp; Accounts Officer</td>
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<tr>
<td>Mr Tarit Mondal and Mr Mark Reid</td>
<td>MDP / International Centre Residences</td>
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<tr>
<td>Ms Shanta Toppo</td>
<td>Infirmary - Staff Nurse</td>
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<tr>
<td>Fr Jerome Cutinha, S.J.</td>
<td>Dean [Administration &amp; Finance]</td>
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<tr>
<td>Dr Manoj Thomas</td>
<td>Associate Dean - Corporate Programs</td>
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<tr>
<td>Fr Antony Uvari, S.J.</td>
<td>Chairperson, Admissions</td>
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<td>Dr Rajeev Sharma</td>
<td>Chairperson, Information Technology</td>
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<td>Fr E Abraham, S.J.</td>
<td>Chairperson, PF Trust</td>
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<tr>
<td>Dr Madhukar Shukla</td>
<td>Chairperson - Fr Arrupe Centre for Ecology &amp; Sustainability [FACES]</td>
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<tr>
<td>Mr D T Edwin</td>
<td>Head - Library</td>
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<tr>
<td>Mr Martin Shah</td>
<td>Head - HR</td>
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<tr>
<td>Mr Arijit Bose</td>
<td>Consultant - Industry Interface</td>
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<tr>
<td>Mr Debasish Kumar</td>
<td>Computer Services</td>
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<tr>
<td>Mr Surendra Sharma and Mr Prashant Kumar</td>
<td>Physical Trainers</td>
</tr>
<tr>
<td>Mr Andrew Fernandes</td>
<td>Maintenance Works</td>
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CENTRES OF EXCELLENCE AT XLRI

Centre for Global Management & Responsible Leadership
• Center for Global Management and Responsible Leadership with the objective of promoting global, ethical, and sustainable business practices through the development of the requisite academic, curricular and outreach support for students and executives interested in global ethical business; was formed in 2010 at XLRI, Jamshedpur, India.

Centre for Human Resource Development (CHRD)
• The centre for HRD 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.

Centre for Rural Management (CRM)
• XLRI established the CRM in 1992 with the following objectives to build new rural management knowledge, to provide creative instruments of intervention particularly in the areas of education, health, rural enterprises and infrastructure; to strengthen microfinance, natural resources management, institutions supporting rural livelihoods; to identify critical constraints and impediments of rural development; and to create responsible leaders/managers who can make Indian Rural Society vibrant.

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 Logistics & SCM
• 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.

Fr Arrupe Centre for Ecology and Sustainability (FACES)
• 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.

Centre for Research and Training in Educational Leadership
• Centre for Research and Training in Educational Leadership (CeRTEL) is XLRI’s resurrected reach out programme aimed at enhancing the teaching/learning experience in the schools of India.

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 such as Ethics of Finance, Ethics of HRM, Ethics of Accounting, Ethics of Marketing, Ethics of Strategy, and the like.

Management Education Research Centre (MERC)
• 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.

Behaviour Research Centre
• The Behavioral Research Lab, is an initiative of Marketing area at XLRI, Jamshedpur. This is designed for the study of human behavior that transcends the traditionally defined boundary of consumer behavior.
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 51 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. Jyotiraditya 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
- Mr. TV Mohandas Pai 2018

Entrepreneurship Development and Incubation Centre

- Functioning of the Entrepreneurship Development and Incubation Centre (EDIC) as one of the centre of excellence of XLRI commenced in 2007 with the holding of a Management Development Programme (MDP) on imperatives for small enterprises in the changing global scenario.
- In pursuance of its objective of promoting entrepreneurship largely through education and research, a full-time six-month programme on entrepreneurship management under the title "Post Graduate Programme for Certificate in Entrepreneurship Management (PGP-CEM)" was launched during the academic year 2009-10.
THE BOARD OF GOVERNORS OF XLRI

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T V Narendran
CEO & Managing Director
Tata Steel Ltd.
Jamshedpur

Secretary
Ashis K Pani
Dean [Academics]
XLRI
Jamshedpur

Vice Chairman
E Abraham, SJ
Director
XLRI
Jamshedpur

Treasurer
Jerome Cutinha, SJ
Dean (Administration & Finance)
XLRI
Jamshedpur

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P S Amalraj, SJ
President
Andhra Jesuit Society
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Chairman
Tata Communications Ltd. &
Former President - CII
New Delhi

Jaspal Bindra
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Centrum Group
Mumbai

Arun de Souza, SJ
President
Bombay Jesuit Society
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George Fernandes, SJ
President
Jamshedpur Jesuit Society
Jamshedpur

Paul Fernandes, SJ
Vice Chancellor, Xavier University
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Bhubaneswar

Sebastian Jeerakassery, SJ
President
Delhi Jesuit Society
Delhi

Ajay Kaul
Senior Director
Everstone Capital Asia Pvt Ltd
Singapore

Rajive Kaul
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Sumit Mazumder
Chairman & MD
TIL Ltd. &
Former President, CII
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Chairman & Senior MD
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D Shivakumar
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