A COLLECTOR’S EDITION ON XLRI JAMSHEDPUR

December 11, 2023

XLRI
PLATINUM JUBILEE YEAR
October 11, 2023 - October 10, 2024

75 YEARS OF EXCELLENCE & NATION-BUILDING

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COLLECTOR’S EDITION

OUTLOOK Collector’s Edition December 11, 2023

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XLRI - Xavier Institute of Management, Independent India's first management institute – celebrates its Platinum Jubilee this year, the very year that marks the end of national celebrations of 75 years of India's independence. Fitting, given that the institute was established in 1949 as a step towards nation-building.

XLRI has travelled a journey which reflects that of independent India – from a simple beginning to that of a formidable presence and power. XLRI's contribution to the process of nation-building has been immense and immeasurable.

The enormous challenges that accompanied the attainment of Independence could only be addressed through education. Specialised education was what the fledgling nation need to power through to her true potential. It was in this context that XLRI Jharkhand was established in 1949 by the Society of Jesus, with help from Tata Steel, then known as TISCO. Jesuit education has been one of the pillars of modern India and XLRI is an especially distinguished illustration of this legacy of contribution.

XLRI has created and nurtured generations of thought leaders and captains of industry. Their placement figures – the ultimate report card of any professional institute – is exemplary. Its intellectual heft is unquestioned, with a thriving culture of research. Stakeholder engagement – with state and non-state agencies – is among the highest in the country.

Be it Diversity and Inclusion, governance, sustainability compliances, the ethical framework, XLRI is at the top of the curve across parameters of performance and success. However, XLRI's significance in the nation's corporate-scape is more than just its numbers, as admirable as they may be. Its impact and influence has been of a different nature and level.

While the need for professional management education is undoubted, B-Schools are often unfortunately wrongly perceived as institutions churning out generations of corporate sharks. Except for XLRI.

XLRI is one of the management institutes standing tall in its perception as ‘different’, as an institute creating and nurturing professionals rooted in the human connection, and with the spirit of service, as well as citizens who work dedicatedly for the betterment of society in their own spheres.

What is it about XLRI that fuels this redoubtable reputation?

As we walked the shady streets of the XLRI campus from interview to interview, meeting to meeting, it is this question that we attempted to answer. More for ourselves than the purposes of publishing this issue.

The answer is as simple as it is complex. XLRI's distinguishing factor is its unique culture. A culture that is not hierarchy-driven, is highly participative, thrives on individual freedom and responsibility, empowers the personal growth of its members, and fosters an unshakeable commitment to one's fellow human beings and the greater good.

A transparent, open environment where anyone can raise questions. A comfortable compensation matrix – across faculty and staff. A policy of empowering its members' academic endeavours, research focus as well as interest areas through generous leave policies, apart from financial grants. A committed, vibrant student body committed to the need to work towards more than self. And an environment where intellectual curiosity is actively encouraged.

The participative culture extends to participative governance, with all decisions being absolutely collective. This consensual-based system forms the bedrock of XLRI's success. Faculty members who have worked in other premier management institutes affirm that the sense of community here is unparalleled.

All of these factors enhance stakeholder satisfaction, which in turn drives greater involvement. This makes XLRI a highly sought employer of choice, even above institutes with and equal status and significantly higher pay packages.

At the heart of this culture is the fact that XLRI is a Jesuit institution, managed by the Society of Jesus. Student after student, faculty member after faculty member has reiterated that the environment at the institute, driven by the Jesuit fathers at the helm, is one of safety, inclusion, intellectual endeavour and social consciousness and fosters a self-belief in achieving excellence, both individual and collective.

At XLRI, ‘for the greater good’ is more than just its motto. It is a way of life. And in this lies XLRI's distinctive identity and its unique success.

Sukanya Das, Issue Editor
he story of XLRI is inextricably linked with that of the township of Jamshedpur. Ever since this pretty town in Jharkhand, nestled between the Dalma Hills, was founded in the first decade of the 20th century by Jamsetji Nusserwanji Tata, it has been a city of workers, with thousands of employees and officers of various mega organisations working and living here.

In 1948 India was immersed in nation-building, the steel city had all its engines literally fired up to drive the economy of the fledgling nation. It was in this context that one day in 1949, a junior official of TISCO (Tata Iron and Steel Company, today known as Tata Steel) approached Fr John Holland, S.J., the then Treasurer of the Jesuit Mission, Jamshedpur. He held in his hand a copy of the Readers’ Digest dated January 1949 with a story on the Labour School run by Fr Philip A Carey, S.J., a Professor and Director of Xavier Institute of Industrial Relations at Fordham University, United States of America. He suggested that the model presented by Fr Philip A Carey, S.J. could be mirrored at Jamshedpur. The official went on to urge the Jesuits, saying “if you people do not work on this, no one will. You have the means to mobilise the help needed, and you are the only people that could be trusted.” A fine challenge for a Jesuit heart who believes in the ‘Greater Glory of God’.

The founding Fathers
Fr John Holland, S.J. had arrived at Tatanagar Railway Station on January 14, 1948 along with Fr Carroll I Fasy, S.J., Fr Quinn Enright, S.J., Fr Edward Dineen, S.J., Fr James Reigh, S.J., and Fr Eugene H. Lakewell, S.J., a group of six dedicated Jesuits. This was in response to the decree dated February 2, 1947, by which Fr John Baptist Janssens, S.J., the then General of the Society of Jesus, created Jamshedpur mission and entrusted it to the Maryland Jesuit Province of the United States of America. With the Steel City set to be ‘home’ for some time, the Jesuit fathers rented a house affectionately known as the Pink Bungalow at 43 Circuit House Area.

Coming back to the suggestion made by the TISCO official, the idea was accepted, batted around, relayed to the Provincial (in Baltimore) Fr David Nugent, S.J. in February 1949 by Fr Carroll I Fasy, S.J. the Superior of Jamshedpur Jesuit Mission. Without any further delay, in the following month (March 1949) Fr Nugent, S.J. approved the project suggesting that either Fr Q Enright, S.J., or Fr Blandin, S.J., be entrusted with the responsibility of starting the very first ‘Labour School’ of an independent India. The lot fell on Fr Enright, S.J., who ably took it up. On October 11, 1949, with the name “Xavier Labour Relations Institute” (XLRI) and with the exalted motto “you shall renew the face of the earth” (Ps 103:30), Fr Enright, S.J., started what is today the globally-acclaimed Management School, XLRI: Xavier School of Management.

The initial years
Fr Enright, S.J., the founding Director of XLRI, with the help of NJ Haley, the then General Manager of TISCO, formed a core committee comprising Michael John (Union Leader), MD Madan, Dr Sukhantme, GV Apite, as well as the three Assistant Labour Commissioners. They started operating from the Boulevard Hotel in Bistupur and also started holding classes in KMPM School from 6.30 pm to 9.30 pm. The committee not only oversaw the operations of the fledgling institute, but taught labour laws, wages, collective bargaining, trade unionism, parliamentary procedures and public speaking. Workers and executives from local industries were among the first students. SC Joshi, then Personnel Manager of TISCO, was a big drawing card with his classes on Labour Law.

Fr Nugent, S.J., Jesuit Provincial from Maryland (U.S.) expressed his satisfaction and wrote, “to my mind the inauguration of this Institute after no more than two years in the mission field is an outstanding feat to the credit of Jamshedpur Mission. More than that, the advanced level on which it is carried out is still more extraordinary.”

And extraordinary it was. The visionary Fr Enright, S.J., had said of the future, “XLRI will be a leaven that will make the whole leavened” Even though XLRI began by offering short-term courses in management and trade unions in 1949, a full-time two-year programme with 70 students was started in 1953 from a set of rooms at Loyola School. The first batch of the Institute’s Post Graduate students took the M.A. in Labour and Social Welfare examination conducted by Bihar University in 1955. The faculty then consisted of Fr Q Enright, S.J. as Director and Fr EH McGrath, S.J. as Dean Academics, Prof Joe Philip, Prof Prem Lal Govil, Prof TK Karunakaran, Prof Narayan Mukherjee, Dr Subbiah Kannappan, Fr PC Antony, S.J., Fr Bill Tom, S.J., Fr Jim Collins, S.J., Fr Dominic George, S.J., Fr Dawson, S.J. and Fr Hefferman, S.J. They were ably supported by the office staff, Maureen Watkins and JD David.

In 1956, the Institute consolidated with the commencement of a two-year regular programme in Industrial Relations (IR) leading to a Post Graduate Diploma recognized by the Central and all the State Governments of India. In the first seven years of experimentation and growth, several courses for management and trade union organizations were developed. Evaluating the importance of the Jesuit Mission to the nascent field of management education in India, the TISCO authorities offered a 4.59-acre plot of land on lease to Loyola School for XLRI. And on December 08, 1956, the groundbreaking ceremony was held for the present XLRI campus.

The vision of Fr Enright, S.J. was ably nurtured by the selfless efforts of the
THE YEAR 1969 WAS SIGNIFICANT FOR A GREAT FRIEND AND SUPPORTER OF XLRI - V V GIRI INAUGURATED XLRI'S SIR JEHALGIR GHANDY LIBRARY

Founding fathers of XLRI - Fr EH McGrath, S.J., Fr William N Tome, S.J., Fr Jim Collins, S.J., Fr Dawson S.J., Fr H Covely, S.J. The efforts of these six Jesuits laid a strong foundation for XLRI, the brand. The landmark Administrative Building was inaugurated in 1962 in the C.H. Area (East). TISCO supported XLRI significantly with the services through its Town Office (today known as TSUSIL). Rumi Master, the Town Architect and Planner, was another major source of assistance. The park and gardens division helped XLRI immensely with the landscaping and the planting of trees that today provide the shady pathways of the serene campus. Fr RW Norman, S.J. and subsequently SC Sarkar played a major role in the development of the Student Residences, Library and the faculty offices.

After a decade of service, Fr Enright, S.J. was replaced by Fr EH McGrath, S.J., as the Director (1959-62) followed by Fr William N Tome, S.J. (1962-70 & 1973-78). Under their leadership, XLRI soon became a leader in management education in India, and a generator of top-notch talent for business organizations, government and also, other B-Schools.

Tata Steel continued – and continues – to be a generous supporter of XLRI. XLRI needed a world-class auditorium and more land to accommodate faculty quarters, student residences and the International Centre. To meet these just demands of world-class infrastructure, Tata Steel leased out an additional 36.15 acres of land in subsequent years, making XLRI a vast and beautiful 60.74-acre campus with lush lawns, lovingly-tended gardens, natural forest cover and well-designed buildings.

The Sixties story
Come the Sixties, XLRI withdrew from the M.A. programme and relied on their own Honours Diplomas. One of XLRI’s most significant contributions in this decade was that, in collaboration with the steel unions, it helped start the Steel Workers’ College. This started with union courses in the various steel centres: Durgapur, Burnpur, Rourkela, Bokaro, Jamshedpur and Bhilai. The support of unionists VG Gopal, Gopeshwar, SL Passey and Ben Sharma was crucial to thisendeavour. The one-month course run in Jamshedpur for unionists was very popular. Eventually, the Steel Workers’ Federation decided to take over the programme and set up the college in Kadma, Jamshedpur under their own supervision.

Fr EH McGrath, S.J., with his unrelenting commitment to the uplift and wellbeing of workers, dedicated his life to provide justice to the labour force. Taking a leaf out of Fr Philip Carey’s life, he became a greatly respected labour mediator and through his writings, training programmes and personal association with members of the working class, he attained iconic status. Fr McGrath, S.J. was even called to mediate between the TISCO management and its labour union. At that point in its history, India needed more and more formally educated management professionals. Heeding this need, XLRI decided to shift focus to stable regular programmes. V V Girii, who later became the third Vice President and then the fourth President of India, was the keynote speaker at the first annual convocation in 1963 in the presence of Sir Jehangir Ghandy and Fr Tony Roberts, S.J. In his closing remarks, Sir Jehangir Ghandy said, “the Institute has justified its existence. You have doubtless a great future ahead of you.”

In 1965, a three-year evening programme in Business Management was started followed in 1966 by a two-year evening programme in Management for junior executives of Jamshedpur Industrial Complex. In 1968, this was offered as a three-year programme. And in 1968 a two-year full-time programme in Business Management was started. V V Girir’s love for XLRI saw him return to the Institute for the 1968 Annual Convocation where Naval H Tata was the convocation speaker. Sir Jehangir Ghandy conferred on
great friend and supporter of XLRI - V.V. Girи
became the President of India. In 1972, he
inaugurated XLRI's Sir Jehangir Ghandy
Library. Since then, this has been the heart
of the institution. The Library acts as a centre
for the collection of literature predominantly
related to labour relations, management and
its allied subjects and intends to develop
a comprehensive collection of information
that is useful for teaching, research and
learning purposes.

The stabilising Seventies
It is time now to talk of one of XLRI's many
magicians. Fr Richard Norman, S.J. was the
magician of this moment. Nothing was too
small for his attention, nor too big for his
shoulders. It was in his years as Administrator
at XLRI that he worked his 'magic'. He
directed the construction of the new
buildings on the land additionally leased out
by TISCO for faculty residences, a library, an
office building and a 1300-seater auditorium.
By 1975 “the dream” had become a reality.

The elevated Eighties
While the infrastructure was being planned,
research was growing in importance. In
response, in 1984 the Centre for Human
Resource Development was established.
In 1985, keeping in mind the needs of the
industry, XLRI renamed its two-year full-
time programme in Industrial Relations and
Social Welfare to Personnel Management and
Industrial Relations (PMIR). XLRI was
growing in the right direction and by then,
had become the most sought-after B-School in
the country. This attracted the attention of
the then Chief Minister of Odisha, Janaki
Balabhad Patnaik, who invited XLRI to start
a similar institute in Odisha. In 1987, XLRI
established an independent B-School, 'Xavier
Institute of Management', Bhubaneswar
(XIMB) under the leadership of Fr Romuald
D’Souza, S.J. All support in terms of land,
and the first buildings was provided by the
Government of Odisha.

XLRI always remembers with gratitude
the support staff who dedicated extra
hours of their family time and served
the institute in difficult and challenging
times such as Maureen Watkins, JD David,
times such as Maureen Watkins, JD David,
and Executive FPM in 2006 were started
with two scholars.

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The nimble Nineties
The Nineties at XLRI was about being nimble
in a decade of unprecedented change and
also about making the nation take note of
XLRI’s heft. As the institute was working on
adaptting its curriculum to fit the needs of
industry, alumni inputs were recognised as
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Pages from History

Life at XLRI through the years, captured in photographs
NEW CENTURY, NEW HORIZONS

Stepping into the twenty-first century, XLRI was determined to scale new heights, both in the academic world and in terms of expansion. With its trademark dedication, the institute set about not only marking milestones but setting new standards in management education and practice.

Fr Donald D’Silva, S.J.

A s an institute, XLRI has always been ahead of the curve and as the world stood at the threshold of a new century and a new millennium, the institute was looking forward to carving the future. This transition towards planning and embracing new challenges was ably managed by Fr PD Thomas, S.J. who served as the Director till 2004.

In the year 2002 under the able leadership of Prof AK Pani, XLRI became the first Indian B-School to integrate sustainably into its curriculum by launching a mandatory course on Sustainability. In 2007, XLRI sealed its commitment to a sustainable future by becoming India’s first B-School to sign the UN Global Compact’s Principles for Responsible Management (PRME). Responding to the cause of becoming responsible leaders in management education, the Fr Arrupe Centre for Ecology (FACE) was launched under the initiative of Fr Paul Fernandes, S.J. in 2007. In 2011, the Centre was expanded to include Sustainability and renamed as the Fr Arrupe Centre for Ecology and Sustainability (FACES), making it a multi-disciplinary centre.

Infrastructure initiatives

Simultaneously with academic growth, XLRI focussed on consistently extending its infrastructure with additional Student Residences, Learning Centres, Lecture Halls, International Centre and parks with beautiful views of the Subarnarekha as well as the Dalma Hills surroundings. The new extended campus was inaugurated on November 17, 2015 by Cyrus Mistry, Chairman, Tata Sons in the presence of XLRI Chairman TV Narendran and Director Fr E Abraham, S.J.

At this time, with UMs being established in different states of India, Fr E Abraham, S.J., dreamed of seeing a pan-India XLRI presence and dared to propose new XLRI campuses at Delhi-NCR (Haryana), Mumbai (Neral in Maharashtra), and Amaravati (Andhra Pradesh). After intense rounds of negotiations with the Jesuits of Delhi Province, Fr John Ari, S.J. and team coordinated construction works and in 2020, XLRI started Business Management Programme in the newly-built Jhajjar campus with Fr S George, S.J. as its first Director.

XLRI at Delhi-NCR

The Delhi Jesuit Society gifted 10 acres of land to XLRI at Jhajjar and leased out another 10 acres to start its operations. XLRI purchased 30 acres of land from the neighbours and in 2017, the foundation stone for the XLRI campus was laid by Om Prakash Dhankar, Cabinet Minister, Government of Haryana. The Jesuits of Delhi Province, Fr John Ari, S.J. and team coordinated construction works and in 2020, XLRI started Business Management Programme in the newly-built Jhajjar campus with Fr S George, S.J. as its first Director.

XLRI at Mumbai Neral

Walter Saldanha, ad guru and co-founder of Chaitra Advertising Private Limited, now Leo Burnett India, founded the Asian Institute of Communication and Research (AICAR) in 2001 at Neral. AICAR had entered into an arrangement with APTECH to manage the institution, but Saldanha, accessing the state of affairs of AICAR approached XLRI Jamshedpur to see if XLRI could fulfil his dream. The Board of Governors of XLRI decided to take over the institute run by APTECH as well as the AICAR Trust. This was formalised in July 2017 and XLRI appointed its trustees on the Board of AICAR, bringing the ailing institute under its total control. XLRI purchased some land and was gifted 6 acres by Chaitra Farms and 47 acres of land at Neral became available for a XLRI Mumbai-Neral Campus.

COVID 19 played a disruptor – renovation as well as campus optimisation initiated by Fr PD Thomas, S.J., Fr Jerome Cutinha, S.J. and Fr Donald D’Silva, S.J. had to postpone. With the direction of Board of Governors, Jamshedpur and Bombay Jesuits provinces will chalk out a strategic plan for XLRI’s campus at Neral.

THE NEW EXTENDED CAMPUS WAS INAUGURATED ON NOVEMBER 17, 2015 BY CYRUS MISTRY, CHAIRMAN, TATA SONS IN THE PRESENCE OF XLRI CHAIRMAN TV NARENDRAIN AND DIRECTOR FR EABRAHAM, S.J.
XLRI at Amaravati, Andhra Pradesh

The vision of Fr E Abraham, S.J. was to have an XLRI presence in Southern India as well. With the help of Fr KS Casimir, S.J., XLRI formally requested the State Government for the necessary support. Without any hesitation, the Hon’ble Chief Minister, N Chandrababu Naidu allotted 50 acres of land to XLRI in the designated State Capital City, Amaravati. This new campus is being planned in Inavolu village, Thullur Mandal.

Commenting on this, Hon’ble CM had said, "XLRI Jamshedpur has thoughtfully designed world-class infrastructure facilities and has become one of the most reputed national B-Schools. XLRI practices what it preaches. It observes value orientation in every sphere of life. I am happy to learn that XLRI has completed 70 glorious years of educating global business leaders, and for 70 years the institution has diligently focused on training future business leaders who can help shape the destiny of India with integrity, competence, and commitment. It is a matter of happy coincidence that XLRI is entering into its Platinum Jubilee Celebration year in 2023."

With the pandemic delaying the start of the XLRI Delhi-NCR campus and the Neral Mumbai campus, the Amaravati project is on hold for the time being.

Excellence at XLRI

XLRI has always stood for excellence. The quality education delivered as well as its overall impact resulted in XLRI receiving accreditation from the Association of MBAs (AMBA) in 2015 and re-accreditation in 2020. In 2016, XLRI received the most prestigious accreditation, the AACSB, with re-accreditation in 2021 and NBA in 2022.

In 2019, the XLRI Council for Entrepreneurship Excellence and Development (XCEED) and the Centre for Peace and Justice were formed. XCEED supports the development of early-stage startup companies led by XLRI students, alumni, and faculty members. The incubator offers a comprehensive set of resources and services designed to assist entrepreneurs realise their ideas into successful businesses. XLRI understands that starting a company is a difficult and uncertain journey and that is why, as an institution, it strives to create a supportive and collaborative environment that fosters innovation and growth. Entrepreneurs have access to experienced mentors with a wealth of knowledge and expertise in various industries. These mentors provide guidance, feedback and advice that will help startups navigate the early stages of business development.

On the other hand, inspired by the Jesuit spirit of Magis, the Centre for Peace and Justice promotes peace and harmony amongst fellow human beings, without discrimination of any kind as enshrined in various International Conventions and Covenants and the Constitution of India. The Centre collaborates with state and non-state stakeholders with similar objectives and values to set up and support academic programmes, advocacy, research centres and training for the advancement of education and knowledge in the field of peace studies, justice, conflict resolution and communal harmony, thereby aiming to achieve the greater common good.

The way ahead

With a view to promoting academic programmes with foreign collaboration, in 2022, XLRI flagged off a Double Master’s Program - PGDM in Logistics & Supply Chain Management from XLRI, Jamshedpur & MS in Supply Chain Analytics from Rutgers Business School.

As a Category One AICTE institute, XLRI’s consistency in disseminating management education through its diverse portfolio of educational programmes is well regarded. As such, industry also has expectations from the institute and thus, in 2022, XLRI launched BM, HRM and Finance programmes under the XOL banner (XLRI-Online Learning) in 2022 for working professionals.

Today, as the institute celebrates 75 years of existence, with its glorious past and its aspirational future, XLRI is set to commemorate its Jubilee Year by launching a cutting-edge Business Analytics programme. XLRI is determined to focus on research and publication, venture into innovative methods of imparting knowledge and prepare students for industry with sound ethical values and integrity.
MAJOR MILESTONES IN 75 YEARS OF XLRI

Compiled by Fr Donald D’Silva, S.J.

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Commemorated 50 years of XLRI

XLRI Alumni Association was constituted at the first National Alumni Convention held in Jamshedpur

India's 1st full-time General Management Programme for Executives was launched

XLRI was the first Indian B-School to provide management education using satellite connectivity through its Virtual Interactive Learning (VIL) programme

Tata Steel (then TISCO) offered land to XLRI to begin its independent campus at C.H. Area (E)

XLRI Jamshedpur Campus was inaugurated

XLRI's first Annual Convocation was held at the new campus

Xavier Labour Relations Institute was registered under the Society's Registration Act (1860)

Two-year full-time programme in Business Management was launched

Three-year evening programme in Business Management was started

A two-year programme in Industrial Relations (IR) was launched in the XLRI campus

Commenced M.A. in Labour and Social Welfare in Loyola School premises

The Jesuits of Jamshedpur Mission started XLRI by appointing Fr Q Enright, S.J., as its first Director

XLRI first Annual Convocation was held at the new campus

A 14-month, certificate program in Human Resources Management (Satellite based live classrooms across the country) was launched

Withdrawal of M.A. University programme and relied on XLRI's own Honours Diploma in Industrial Relations (IR)

Two-year evening programme in Management for junior executives of Jamshedpur Industrial Complex was launched, later in 1968 the same was offered as three-year programme

Management Development Programmes for Middle and Senior level Executives were launched

Two-year full-time programme in Industrial Relations and Social Welfare was renamed as Personnel Management and Industrial Relations (PMIR)

JRD Tata Foundation for Business Ethics established

Centre for Small Enterprises was set up by the Small Industries Development Bank of India (SIDBI)

Centre for Human Resource Development established

XLRI Alumni Association was constituted at the first National Alumni Convention held in Jamshedpur

Centre for Management Development

XLRI established Xavier Institute of Management, Bhubaneswar (XIMB)

XLRI Alumni Association was constituted at the first National Alumni Convention held in Jamshedpur

Centre for Human Resource Development established

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XLRI was the First Indian B-School to introduce a mandatory course on Sustainability

Fr Arrupe Centre for Ecology and Sustainability (FACES) inaugurated as a multi-disciplinary centre

Government of Andhra Pradesh allotted 50 Acres of land for XLRI at Amaravati, Guntur district

XLRI Delhi NCR campus started its first Business Management batch

XLRI was re-accredited by National Board of Accreditation (NBA)

XLRI Centre for Public Policy and Public Affairs (XLCP) was inaugurated

XLRI Celebrates Platinum Jubilee

XLRI – Rutgers, a two-year double Master’s Program in Supply Chain Management and Supply Chain Analytics was launched

XLRI launched XOL: Xavier Online Learning Programmes

XLRI Leadership Education And Development (XLEAD) Trust was registered

Established Centre for Gender Equality and Inclusive Leadership (CGEIL)

Accredited by AACSB; re-accredited in 2021

Accredited by AMBA; re-accredited in 2020

Expansion of XLRI began with XLRI acquiring land in Delhi-NCR and Neral-Mumbai

XLRI Centre for Entrepreneurship Excellence and Development (XCEED) and the Centre for Peace and Justice were inaugurated

XLRI Delhi NCR campus started its first Business Management batch

A two-year PGD in Innovation, Entrepreneurship and Venture Capital was started

XLRI was the First Indian B-School to introduce a mandatory course on Sustainability

PGDM in PMIR was renamed into PGDM (HRM)

Commencement of Executive Fellow Programme in Management

First B-School to set up a Behavioural Lab in the country. Laboratory devoted to interdisciplinary human behaviour

2015

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THE MAGIC OF Magis

The Society of Jesus is one of the foremost contributors to education in the world. Particularly in India, the Order has played a major role in nation-building. Jesuit education is undoubtedly one of the pillars that has created and nurtured thought leaders, captains of industry as well as citizens who work dedicatedly for the betterment of society in their own spheres. But, perhaps the most pathbreaking contribution of the Jesuits in India is their contribution to management education. XLRI, as India’s first B-School, stands as a proud testimony to this fact.

Debjan Das

With Independence 75 years ago, India stepped into a new era with its own enormous challenges. Apart from meeting the basic needs of food, clothing and healthcare, India needed to grow its economy to become the welfare state envisioned in the Constitution. The founding fathers knew that education was the only way the fledgling nation could achieve her true potential and that only education could drive future growth. Primary education was both a basic need and a fundamental right, yet higher education and specialised education focused on nation-building was the need.

Without exaggeration, one of the biggest agents of this drive towards educating India has been the Society of Jesus. Known, admired and loved all over the world as the Jesuits, the Society of Jesus is a Christian Religious Order that has played a stellar role in spreading quality education far and wide in India.

If we are to talk numbers, in India, the Society of Jesus has founded 118 Primary and Middle Schools, 220 High Schools, 58 University Colleges, 22 Technical Institutes, 2 Universities and 17 Business Administration Institutes. Almost all of these are among India’s most reputed — St. Xavier’s, Calcutta, Mumbai, Ranchi, Loyola, Chennai, Vijayawada; St. Joseph’s, Bangalore, Delhi NCR, Trichy, St Xavier & XIM Universities and of course XLRI, Jamshedpur. Collectively, these institutions employ 11,525 teachers, and are educating 3,34,538 students every year, across social classes, communities and linguistic groups. If these numbers seem unbelievable to the reader, just one word will set all doubts aside. And that is ‘Xavier’s’: All Xavier’s institutes are run by Jesuits, and are named after Francis Xavier, disciple of Ignatius of Loyola, the founder of the Society of Jesus. Across India, the word ‘Xavier’s’ has come to mean quality education, all-round personal growth and a legacy to be proud of. The word has become synonymous with achievement and the hope of a better future.

India occupies a core place for the Order - it is here that Ignatius of Loyola sent Francis Xavier. He worked in India from 1542 to 1552 - the Xavierian decade. This laid the foundations for the premier institutions of India today. St. Francis Xavier opened the first Jesuit institution in Goa in 1543, St. Paul’s College. While today St. Paul’s is nothing more than a historical record, it was the predecessor of the hundreds of educational institutions being run by the Jesuits.

Founded in 1540, the Society of Jesus has been active in the field of education globally – running 3,897 educational institutions across 96 countries. These Jesuit Educational Institutions engage the efforts of approximately 1,34,303 teachers, educating approximately 29,28,806 students worldwide.

Interestingly, education does not have any special status in the Order’s Constitution. However, Jesuits are synonymous with education and are reputedly among the world’s best educators. Everywhere and anywhere in the world, a Jesuit institution delivers quality secular education in an atmosphere that aids character formation and lays the foundation for moral values and integrated development.

What is it about Jesuit educational methods that sets them apart? The answer lies in the Order’s spirit that underlines their every effort. First, Jesuits have an incomparable willingness to use any branch of human knowledge, modern languages, philosophy, theology, medicine, law, media and every branch of science and technology – Jesuit education entertains no concept of taboos. Second, it lays stress on character-building and a sense of discipline along with the development of free thinking. Third comes the continual drive towards self-improvement, by stretching talents and abilities. Ambition and individual achievement are stimulated and rewarded while teamwork is encouraged.

Compulsory in a Jesuit Education is the development of the moral and intellectual qualities of leadership: love for country, integrity, human relations, understanding, hard work, organisational ability, cooperation and teamwork, and the power of expression in speech and writing.

A Jesuit institution aims to form “men and women for others” - agents of change for their families, communities and countries. Jesuits view their work as “the service of Faith in God and the promotion of Justice in the world”.

To this end, they offer preferential treatment to economically poor students in terms of financial and academic support.

What is it that keeps the Jesuits going? Probably, the Order’s “humanism” — its steadfast refusal to condemn anything that is human — and its willingness to use all human knowledge and achievements in the service of God and people. Another Jesuit characteristic is flexibility and the willingness to adjust. Jesuits are taught to be rigid and uncompromising only when it comes to sin. Another distinguishing feature is the way Jesuits combine inner discipline with maximum freedom for each individual member in external life and in the choice of methods. Finally, there is a certain typical thoroughness in all that is undertaken. This is expressed by the frequent use of the word magis, “greater,” “higher” “More” in relation to the goals the Jesuits, as individuals and as a community, strive for. Their age-old maxim is to aim at the greater good for the greater number of people.

Jesuit institutions aim to help students become mature, spirited individuals of character; to encourage them continuously to strive for excellence; to value and judiciously use their freedom; to be clear and firm on principles and courageous in action; to be unfuseh in service of fellowmen; to become agents of necessary social change. Each Jesuit institution works to transform society for the better. The causes of social justice, equality of opportunity, genuine freedom, and respect for religious and moral values are sacrosanct to those in the Order.

In India, the Society of Jesus has focused on establishing management institutes — they felt that the needs of a new nation were best met by creating a cohort of professionals with world-class management education. Starting with XLRI in Jamshedpur, they established one management institute after another. XLRI is one of the best examples of Jesuit spirit, endeavour and achievement. The spirit of Magis: ‘Greater’ in Latin – serves as its foundational bedrock. XLRI has always worked towards building a just and humane society. The institution recognised early on the need to create thought leaders who would build the country, brick by brick, idea by idea, plan by plan.

There is no doubt that through their immeasurable contributions to education, the Society of Jesus as an order, can be called one of the architects of the India we know today.
THE STUDENT AT THE CORE

As independent India’s first management institute, XLRI Jamshedpur has been at the heart of transformative moments in the nation’s history — both big and small. And at the heart of such moments have been its students.

Agneyo Das

At an institute, XLRI has always understood that sending out well-rounded students to the workforce means providing them the opportunities to be autonomous while maintaining the mandates of the institution, the space to make mistakes, and the support to learn from these mistakes and make better choices. Thus, life at the institute has always been more than coursework. And the contributions of its students to the larger cause of both industry and nation-building, when looked at through this lens, can be understood better. With new global realities demanding management leaders who are holistic in their approach, this approach has gained even greater significance.

Through co-curricular activities, students learn the intricacies of the world of work. Through extra-curricular activities, they meet people, pursue their interests, discover new ones and enhance their understanding of the world around them.

A SOUND SYSTEM

A well-thought-out system that enables coordination, collaboration and autonomy and has been in place for decades and is embedded in XLRI culture. The Student Affairs Council (SAC) is the apex body and the representative council of the students of XLRI. SAC consists of a General Secretary and four elected Principal Section Secretaries who are in charge of the internal, external, academic and placement affairs – all elected representatives are from the senior batch. SAC is the interface between students and the administration. All activities that happen on campus are directed and governed by SAC which works with the ultimate goal of continuous betterment of academic content, student life and activities on campus.

A matter of placement

The Placement Committee (PC) is solely responsible for the Summer and Final Placements for all students in XLRI. From liaising with corporates to maintaining industry relationships and ensuring the best possible placements for all students – all fall within the charter of this committee. The committee is also responsible for conducting engagement activities such as pre-placement talks, corporate competitions and leadership talks, all with the aim of improving the student-company connection. Various other committees support the PC to ensure smooth placement process.

The academic quotient

The Academic Committee (AcadCom) acts as the bridge between students and the faculty. A Secretary and two Class Representatives (CRs) elected from each section comprise the committee. As the CRs elected by the students of each section, they are accountable to them. The sole objective of AcadCom is to serve as a central coordinator that works for the benefit of the students, faculty and administration.

Recruitment ready

The Campus Recruitment Information System Portal (CRISP) functions primarily as a placement support committee that has the responsibility of preparing students for their placement process. This includes both the summer internship process for first-year students and the lateral and final placement processes for second-year students.

Preparation for placement covers multiple aspects - helping students prepare their CVs, providing relevant support encompassing both academic and soft skills-based content, arranging mock group discussions, mock interviews, academic preparatory sessions through professional consultants and professors alike. The committee ensures that the batch puts their best foot forward when they face recruiters in the Group Discussion and Personal Interview rounds.

This is one of the most rigorous jobs on campus as CRISP is also tasked with ensuring that the information presented to recruiters is authentic and thus has to follow a meticulous verification process through its well-knit network of verifiers.

Sense and sensitisation

The Committee for Awareness, Sensitisation and Empowerment (CEASE) works under the aegis of the Committee Against Sexual Harassment (CASH) and is tasked to redress, help and counsel any issues related to sexual harassment, discrimination, assault, or any distress arising from gender-related issues on campus. The Committee was established to spread awareness about sexual harassment, discrimination, assault, or any distress arising from gender-related issues on campus. The Committee was established to spread awareness about sexual harassment, discrimination, assault, or any distress arising from gender-related issues on campus. The Committee was established to spread awareness about sexual harassment, discrimination, assault, or any distress arising from gender-related issues on campus.

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COUNTING ON CO-CURRICULAR

XLRI has a total of 11 co-curricular committees – these work to develop domain knowledge in students and also organize events. AXIOM (Association at XLRI for Industrial and Operations Management) aims to extend and integrate knowledge that contributes to the improve understanding and practice of operations, analytics and supply-chain management. Guest lectures, workshops, competitions, live projects, plant tours and affiliation with international organizations are all part of AXIOM’s endeavours.

The CPPR (Committee for Public Policy Research) seeks to bridge the gap between business leaders and public leaders, reconcile policymaking and managerial decision-making, and serve as an agency for public policy orientation of future managers in line with the institutional motto of fostering the Greater Good.

CRUX (Consulting and Research Undertaking at XLRI) strives to develop consultancy skills, nurture research initiatives, and undertake activities that promote consulting as a career. The committee is committed to branding XLRI as a recruitment destination for top consulting firms. DARVIX (Data Analytics, Research & Visualization Committee at XLRI) has an ambitious vision to establish XLRI as a thought leader in analytics. Dynamic events, workshops, and collaborations are organised in order to empower students with skills in data analytics, research, and visualization.
works to foster a data-driven decision-making culture and promotes the latest tools and techniques. Making students future-ready is their aim, extending to enabling students to excel in the rapidly evolving analytics landscape. By cultivating expertise and thought leadership, DARVIX contributes to XLRI’s reputation as a leading institution in the realm of analytics and its applications.

The E-Cell (Entrepreneurship Cell) works to create a culture of entrepreneurship for all the stakeholders of the institute — students, alumni and faculty. Along with its advisory board comprising faculty members and eminent guests, the society works to inculcate and nurture the spirit of entrepreneurship.

FINAX (Finance Association) is a committee of like-minded students with a flair for finance. One of the oldest committees on campus, FINAX has a legacy of more than 30 years and alumni working in the highest echelons of the finance industry. FINAX strives to promote a culture of finance among the students of XLRI Gnosis, the annual flagship symposium of FINAX is conducted every year and is attended by stalwarts of the finance industry.

FIREAX (The Forum for Industrial Relations) works to promote industrial relations. Inculcating dialogue amongst the student community about key aspects of Employee Relations/Industrial Relations is its aim and it helps students to explore the dynamic world of industrial disputes, resolutions, bargaining and agreements.

With XLRI’s roots and incomparable legacy in Labour Law and IR culture, the committee is a significant factor in keeping this alive at XLRI and thus, contributing to maintaining its distinguishing factor.

MAXI (The Marketing Association of XLRI) has a special place in the XLRI ecosystem. It is not just the oldest committee on campus, but also the oldest co-curricular committee in India. Established 52 years ago, in 1971, MAXI’s mandate has been simple – to popularize the field of Marketing at XLRI and ensure that fun and creativity are an integral part of the entire process. MAXI designs events such that students receive a deep, working insight into what the field of marketing is really about. A plethora of competitive events, leadership talks and interactions, conferences and of course, the world-renowned MAXI Fair all play their part. With an active presence on social media platforms, MAXI has an enviable reach among marketing enthusiasts everywhere.

PROMETHEUS is the most recent member of the XL family. The earlier societies of SOCRATES and ProdUX united in order to reinvent themselves as more than simply the IT face of the institute. The new responsibilities include assisting CRISP in Product Management preparation, curating product management and technology related content, organising the institute’s flagship techno-product management festival (TeXLence) and online gaming events.

SAPPHIRE (Students’ Association for the Promotion of Personnel Management, Human Resources and Industrial Relations) established in 1989, is another committee that stands tall with its more than three-decade old legacy as the foremost student body for Human Resources at XLRI. It aims to integrate the experiences of practitioners with the theoretical knowledge of academicians and to that end, organizes a consortium of events ranging from inter-B School HR simulations to its flagship event, The Annual National HR Conference. The committee is committed to upholding the legacy of Human Resource Development at XLRI.

SIF (Student Investment Fund) is the in-house equity research and investment team which carries out research covering major sectors of the Indian equity market and seeks investment opportunities. SIF manages a portfolio of funds contributed by the analysts and is also responsible for knowledge dissemination through sector reports and equity analyst reports. SIF intends to cultivate a strong culture of investment education in XLRI through first-hand experience of fund management, thus developing skills that will help students in the domain of finance. Knowledge transfer takes place by Senior Analysts mentoring Junior Analysts along with faculty guidance – this helps them achieve reasonable expertise in sector analysis and investment decisions.
PRESENT CONTINUOUS

THAT EXTRA EDGE
Nine active extracurricular committees add to the vibrancy of campus life at XLRI. The CII-Y (CII Young Indians) chapter at XLRI is established in collaboration with YI (Young Indians), 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. Creative instincts take over whenever DRACULA (Dramatics and Cultural Association of XLRI) comes on the stage. Dance dramas, debates, theatrical productions, street plays, quizzing leagues and literary pursuits – all are organised by the committee. PIXL, the official photography committee at XLRI Jamshedpur, works to promote the art of photography on campus. Workshops and photowalks are conducted, as are photography competitions throughout the year. The committee also undertakes projects to show the campus from different perspectives through creative videos and photos in order to capture life on campus.

SAMARTHYA, the Human Potential Centre at XLRI aims to stimulate the growth of the student community of Jamshedpur and beyond. Guided career counselling and speaker sessions are some of the chosen ways to model future talent in collaboration with external stakeholders. This committee works to exponentially improve the experience of school students at differing points of time in their developmental journeys.

SIGMA-oikos creates a platform to network with NGOs, corporate governance cells and government departments to engage in and enhance community capacity building. This student body primarily aims to help NGOs formulate effective fund-raising strategies, develop new programmes, curtail expenses and perform better. The committee is also the Jamshedpur chapter of Switzerland-based student organization oikos International.

SPIC MACAY (The Society for Promotion of Indian Classical Music and Culture among Youth), a prominent non-profit voluntary organization spread across educational institutions around the globe, has an active chapter at XLRI. The organisation’s stated objective is to facilitate the exchange of traditional Indian values and to generate awareness amongst the youth about rich Indian cultural traditions and the XLRI Chapter constantly endeavours to introduce traditional Indian culture and classical art forms.

The SPORTSCOM (Sports Committee) of XLRI is responsible for all the day-to-day sporting activities as well as the conduct of sporting events at the institute. XL prides itself on its sports culture – various sporting disciplines such as athletics, basketball, cricket, badminton, table-tennis, football, futsal, pool, chess, carrom, volleyball, tennis, and throwball are played with enthusiasm. Throughout the year, the committee is busy conducting various sporting events such as Cricblitz (a multi-sport indoor tournament), Futsal League, XL-ILMC (known as the greatest B-School sporting battle) and also participates in various external tournaments.

TOASTMASTERS XLRI, with its focus on honing public speaking, serves to not only hone debating skills but helps power students through the placement process. The team ideates and executes weekly meetings, events under their flagship event, ECLECTUS.

XLANC (XLRI Adventure & Nature Club) organizes various adventure activities and emphasizes the responsibility of future managers towards the environment and community. These activities get students out of their comfort zones and makes them experience and learn new things. Trekking, wall-climbing, water-rafting, go-karting, horse-riding, archery, rifle shooting, obstacle races, eco-friendly activities and term break trips are some of the events organised. 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.

FORM IN FUNCTION
With their varied charters, the functional committees at XLRI are instrumental in fostering the excellence that the institute is known for. ALCOM (Alumni Committee) is constantly connected and engaged with XLRI alumni in order to build lifelong and mutually beneficial relationships with them. The committee organizes Summer Alumni Meets, Alumni Homecoming, Silver Jubilee and other reunions. ExLink (External Linkages) was founded in 1999 to mark XLRI’s Golden Jubilee celebrations and to take a step forward in the journey of branding XLRI. ExLink is the committee entrusted with building the brand and handling the media management of XLRI Jamshedpur. ExLink always brings together a team made up of diverse individuals who work constantly year-round with other committees on campus and handle the various branding channels and platforms for promoting XLRI. ExLink is also responsible for handling XLRI’s admissions, in order to ensure a smooth onboarding process for incoming students. INFRACOM (Infrastructure Committee) acts as an interface between the student body and the administration in order to ensure maintenance of students’ hostels and messes including designing the daily food menu.

ISEP (The International Student Exchange Program) is the student body representation of the International Student Exchange Programme of XLRI. The committee is tasked with 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 collaborating educational institutions to procure best deals for XLRI students for insurance, visa, travel cards etc.

In our interests
Active and activating Interest Groups ensure that life in XLRI equals a lifetime experience that also equips the students in various ways to lead a life that is founded on the values of inclusion and sensitivity. Groups such as Pride@XL are responsible for inclusivity and sensitization while PEACE and FLIX help keep your passion alive and ensure you do what you love. To ensure that XLRI is a home away from home, there are regional committees that ensure no festival passes without your passion alive and ensure you do what you love. To ensure that XLRI is a home away from home, there are regional committees that ensure no festival passes without

ENDNOTES
Campus life at XLRI is completely student-led. From late-night discussions at the dining hall, to debates over keema sandwiches at Café Jampot, to dance productions to fiercely fought sports competitions – everything plays its part in fostering the excellence that is synonymous with education at XLRI.

INFRACOM (INFRASTRUCTURE COMMITTEE) ACTS AS AN INTERFACE BETWEEN THE STUDENT BODY AND THE ADMINISTRATION IN ORDER TO ENSURE MAINTENANCE OF STUDENTS’ HOSTELS AND MESSES INCLUDING DESIGNING THE DAILY FOOD MENU
Beyond the classroom
Moments from student life captured in photographs

The XL life

PRESENT CONTINUOUS
Debjani Das

At the core of XLRI’s enviable reputation are intelligently designed courses and programmes that address a range of management education needs across domains, accessibility factors and other parameters. The inception was with some management-centric courses for trade unions. Since then, XLRI has added several management-centric academic programmes to its portfolio. Along with enhancing academic offerings, the institute expanded its infrastructure to meet the growing demand of both industry and students.

Notable among these are quite a few short and long-term programmes for working executives that have been launched over the years in order to meet the needs of professionals to upgrade their management-centric knowledge base and grow into more competent business leaders.

**Programmed to Excel**

The various programmes on offer serve to show the breadth and depth of XLRI’s academic heft.

**In the Business of Management**

XLRI’s Post Graduate Diploma in Management (Business Management) or PGDM (BM) is an extremely prestigious one and has consistently been rated as one of the finest of its kind in India. The success of the alumni of this programme who currently occupy very significant positions in various industries, both in India and abroad, is testament to its quality. This is a two-year full-time programme on Business Management, on completing which, candidates are conferred with a Post Graduate Diploma in Business Management (PGDM).

**Resource at the Heart**

The Human Resource Management course is not just the oldest, but also the most prestigious of the Institute’s teaching programmes. This has been ranked as the best programme in India and the Asia-Pacific Region across parameters by various ranking agencies. The programme endeavours to equip students with the knowledge and skills required to manage Human Resources in a way that contributes to the development of both individuals and organisations.

**Matters of Experience**

One of XLRI’s most valued offerings is an eighteen-month full-time residential management programme PGDM (GM), previously known as GMP. Students who attend this course require a minimum of five years of experience in any field. The programme is known to generate corporate warriors imbued with a human touch. Students are enabled to grasp the latest in management theory, broaden their perspectives and are ready to be launched into new avenues of problem solving. This programme is yet another testament to XLRI’s deep commitment to nation building as this programme is reputed to nurture socially responsible change agents who are committed to transforming the business landscape of modern India into a more ethical, equitable one.

**Fellowship in Academics**

XLRI’s full-time, residential doctoral programme offering studies in different fields of management and functional areas is known as the Fellow Programme in Management (FPM) and attracts some of the best minds in the country. The Executive Fellow Program in Management (EXEC-FPM) is a non-residential doctoral programme that also offers studies in different fields of management and functional areas. This programme has been designed to meet the scholarly needs of working executives, managers, faculty members and researchers unable to commit to full-time residential doctoral study. Both of these programmes – the FPM & EFPM - offered by XLRI Jamshedpur are recognized as equivalent to the Ph.D. programme of an Indian University by the Association of Indian Universities (AIU).

**The Doubles Game**

The XLRI-RBS Double Masters Programme in Supply Chain Management & Supply Chain Analytics in association with Rutgers University is one of the premier double degree programmes offered in the country. Students admitted to this programme will complete their first year in XLRI Jamshedpur and the second year at Rutgers Business School, USA. On successful completion of the required courses and other formalities as stipulated by the respective institutions,
immersive learning sessions, 3 on-campus CXOs, curated curriculum, weekend online

Unique features such as 1-1 mentoring by offer a blended HR PG Diploma for executives.

HRM(Online) for CHROs – this is the first to has designed Asia's first PG Diploma in

to the needs of working professionals. XLRI as an institute has always been sensitive

to the needs of working professionals. XLRI's Post Graduate Diploma in

Education at Work

XLRI as an institute has always been sensitive to the needs of working professionals. XLRI has designed Asia's first PG Diploma in HRM(Online) for CHROs – this is the first to offer a blended HR PG Diploma for executives. Unique features such as 1-1 mentoring by CXOs, curated curriculum, weekend online immersive learning sessions, 3 on-campus immersions and additionally full XLRI alumni benefits accrue to students.

Virtual Reality

Given the lessons of the pandemic, XLRI designed a flagship two-year AICTE approved programmes culminating in Post Graduate diploma in online mode to those not able to avail the regular course due to space, opportunity or other related resource constraints. This is under the aegis of XOL – XLRI Online Learning. This offers three programmes - Post Graduate Diploma in Business Management, Post Graduate Diploma in Human Resource Management & Post Graduate Diploma in Finance.

Venturing into Entrepreneurship and Innovation

XLRI’s Post Graduate Diploma in Management (Innovation, Entrepreneurship & Venture Creation) is a 2-year full time AICTE approved course in Entrepreneurship. This offers structured long-term support for aspiring entrepreneurs by combining management education with incubation/acceleration. As of now, this is functional at the XLRI Delhi NCR Campus only.

Endnotes

These programmes have been instrumental not only in the success of its students or the institution but has helped power many an organisation to the next league by creating dynamic, sensitised leaders who are agents of change. 😄
Academically SPEAKING

As one of India's foremost Higher Educational Institutions (HEI), quality academic delivery is a given at XLRI. What does it take to meet the expectations of all stakeholders when it comes to maintaining academic rigour, industry connect as well as producing impeccably trained management graduates? Dr Sanjay Patro, Dean Academics, speaks to Sukanya Das

For instance, we had Fr Mathias, who used to take a public speaking course. He was actually the UN representative for India when Indira Gandhi was our Prime Minister. So, we have always had teachers of that stature. There is also peer learning and the culture of training. We always tell junior faculty members to sit in on the classes of senior faculty members to get a feel of the place, get an idea of the culture, how we interact with the students. Otherwise, all content is there in books and journals and now, the internet. Education delivery is much beyond that and which only comes from observation and inculcation – something we follow here at XLRI.

What about research scholars – what is the support system for research and publications?

Concerted efforts to expand the research ecosystem actually started from 2010. By research ecosystem, we mean more people in the FPM programmes. This is not just another programme. While today, the number of doctoral scholars is significantly higher than before, it is one area that we want to work on further. We want to recruit more people who have demonstrated research output. I must also mention here that in India, R&D was never in place and especially not in the Management Schools.

To get quality scholars, the institute's offering must also be substantial. Today, the stipend we pay is respectable and as a result, we have some good work happening.

Coming to the tangibles, our A category, a Star category in China, has four categories. It's a good platform to be part of, but I am not certain how many PhDs that comes from there. But the median experience of PhD scholars is much beyond that and which only comes from observation and inculcation – something we follow here at XLRI.

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As Dean Academics, can you tell us how aligned XLRI is with the National Education Policy (NEP) 2020? What are the challenges in aligning with NEP?

WE ENCOURAGE PEDAGOGICAL INNOVATIONS BECAUSE WE UNDERSTAND THAT THESE ARE KEY DIFFERENTIATORS IN DELIVERY OF THE XLRI EXPERIENCE

There are two aspects to this question and its answer. The first is the structural aspect. There are two options and we thought ‘Deemed University’ is the route to take. However, a second option is emerging – we can retain our PGDM status and still align with AICTE norms and NEP mandates.

There are more than 3500 management institutes but if you consider the top 100 to 200, the contribution of these institutes to the economy in terms of generating the right kind of workforce, is huge.

Another aside: When I joined here, I was the 28th faculty member and we were approaching the Golden Jubilee. Today I am in the middle of Platinum Jubilee Year and today, we have about 82 faculty members only at the XLRI Jamshedpur campus.

What is the second aspect?

Very important if the institutes compliance with statutory obligations and the documentation of that compliance. For instance, when we were accredited programs for accreditation organisations, we realized that thanks to the visionaries who started the institute, we've been following what is now mentioned as 'due process', almost since our inception!

For instance, the AMBA accreditation or even the AACSB American Associate College, Indian School of Business that we got for the first time in 2016 and the second time in 2021, just set out a process of documentation that we had been following for about 30 years at that point in time. All these requirements serve to document our practices.

Academically, what makes XLRI different?

We encourage pedagogical innovations because we understand that these are key differentiators in delivery of the XLRI experience.

In fact, we have a centre for learning and teaching innovations where pedagogical innovations are documented, experienced faculty share tips, share with the class, and share with other colleagues. In fact, we have also opened up our learning for educators of other institutes as faculty Development Programmes so that these competencies spread to other schools.

We do all this because we at XLRI believe in the cause of spreading education for the greater good.
THE RESEARCH FRONTIER

To extend frontiers of knowledge through relevant and contextual research is part of XLRI’s articulated mission. And especially in recent years, the institute has focused intensely on growing its research environment, culture, and output.

Sukanya Das

As one of India’s top B-Schools, XLRI sees research as not just an obligation to meet accreditation parameters, but as a responsibility of great importance. Towards that end, the institute works to foster a thriving research ecosystem, grounded in intellectual rigour.

Scholars at work

Scholarly work – as opposed to the MBA programme where practical application is the prime learning objective – is about theorizing, developing theories, and extending existing theory. A community of individuals with the ability and disposition to think in a scholarly theory. A community of individuals with the ability and disposition to think in academic terms.

An Environment of support

XLRI believes in enabling faculty members in their research efforts through financial support by way of grants and generous leave policies. For individual research studies, faculty can apply for internal grants, even multiple grants simultaneously. At the moment, each grant is of Rs. 3 lakh and the institute is working towards enhancing this amount. These grants enable faculty to manage their travel and accommodation, meet people, spend time at another educational institution, consult with an organization – essentially, do whatever they need to. This is coupled with a 90-day leave facility for research and consulting activities over and above casual leave, work leave and medical leave. This attracts research-oriented members of faculty and scholars to the institute.

Expanding the ecosystem

Concerted efforts to expand the research ecosystem – more scholars in the doctoral or FPM programmes – actually started from 2010. Though the number of doctoral scholars is significantly higher today, it requires further thrust. Efforts are on to recruit people with demonstrated research output. The institute acknowledges that its offerings must also be substantial to get scholars of quality and thus, the stipend has been enhanced to a respectable amount. The scholar profile today is diverse – students from across the country, across a very wide range of disciplines, come to XLRI for their PhD. As an interdisciplinary field, management doctoral programmes can accept students from a wide range of streams.

The doctoral programme focusses on all the nine Areas taught at the institute – Economics, Finance, General Management, Marketing Management, Organizational Behaviour, Human Resource Management, Information Systems, Production, Operations & Decision Sciences, and Strategic Management. Scholars are selected on the basis of their ability to think in academic terms.

Dr. Ajith Kumar J, Associate Dean, FPM and Research, talks about the exacting standards of the XLRI doctoral programme when he says, “XLRI has been allotted 40 40 doctoral seats by the AICTE – 20 seats each in FPM and EFPM. We exercise caution in filling up this quota. We accept applicants based on their understanding and explanation of basic theoretical concepts, their intellectual rigour – the ability to go deep into a subject, look at the nuances, not gloss over the nuances, look at conflicting opinions, be able to reconcile competing perspectives. We look for scholars who can avoid becoming dogmatic about one particular viewpoint, are able to accommodate other viewpoints yet still managing to defend their own point.”

The supporting role

Given the programme’s rigorous nature, the stability of the support system available to scholars is an issue of importance. A recently established committee called Scholcom only for FPM and EFPM candidates facilitates academic socialization, academic support and academic collaboration. Scholcom acts as a body that supports them to support each other and build a cohort. Looking forward, this is hoped to contribute to a more collaborative faculty pool in the future in India.

Anand Jhawar, FPM scholar at XLRI, says, “I believe XLRI is the first to start a committee for scholars. While any PhD programme is self-driven, this gets us out of our ivory towers.” The other aspect of life at XLRI that adds to the environment of support is the pastoral care extended by professors. This pastoral care is of utmost importance in carrying forward the unique spirit of XLRI. Studies show that teaching is 30 per cent of a faculty member’s job. Research is another 10-20 per cent. Another 10 per cent is how we handle admin duties. The rest is how we counsel students, manage students outside the classrooms. This pastoral care is of utmost importance for quality work, for students to reach their potential as the pressurized environment of Indian education can be extremely difficult.”

Neha Bellamkonda, another FPM scholar adds, “The support given to us to truly explore our interests is incomparable. We are not held to strict timelines and this gives us the freedom to produce exceptional quality work. This is an important XLRI differentiator.”

Growing the faculty pool

The primary aim of the FPM programme is to contribute to the faculty pool. All doctoral students are mandated to attend a compulsory course – Pedagogy for Management Teachers – taught by Dr Sanjay Patro. Teaching internships in the third, fourth and fifth year requires scholars to work with a faculty member in one course. “This is perhaps the most useful course we do here”, says Charvi Hasmukh Shukla, another FPM student. FPM alumni from XLRI today teach at institutes such as IIM Ahmedabad, IIM Bangalore, IIM Ranchi, Exeter University.

To support research endeavours, the institute encourages collaboration with international faculty. The calendar every week has three to four talks by visiting scholars. One faculty member is exclusively allocated to get distinguished faculty members to collaborate with students. This is an intense thrust area.

In its Platinum Jubilee year, XLRI has renewed its determined focus on research, education, and publication, and in keeping with its stated mission, extend the frontiers of knowledge.
CENTRE ON EXCELLENCE

At the heart of XLRI’s stature as a premier management institute serving its stakeholders and society are its Centres of Excellence. A closer look at these dedicated Centres that strive to uphold and sustain the Institute’s values.

T he Centres of Excellence are a point of pride for XLRI and rightly so. Dedicated to furthering the cause of advanced learning and research in various management-centric fields ranging from responsible leadership to sustainable development, the Centres execute activities that engage multiple stakeholders including students, faculty, staff and practitioners from India and abroad.

The Centres also collaborate with state and non-state stakeholders sharing a similar objective to set up an academic and research ecosystem.

Centre for Entrepreneurship

The newly created Centre for Entrepreneurship aims to foster the entrepreneurial spirit of students and the budding entrepreneurs of the state of Jharkhand. This is planned to be achieved by tapping into the existing ecosystem and creating a more viable ecosystem in the state by bringing all stakeholders on one common platform.

XLRI JRD Tata Foundation for Business Ethics

In 1991, XLRI, in association with a few select Tata Group Companies, established the JRD Tata Foundation in Business Ethics to espouse its long-standing commitment to business ethics in India. The Foundation’s stated aim is to publicly affirm the urgent need to uphold ethics in all spheres of business.

JRD Tata, himself a role model par excellence, who delivered the first oration in 1991 is known to proclaim and live one challenge: Ask not just what is legal, but go beyond, and ask, is it the right thing to do?

The JRD Tata Chair in Business Ethics at XLRI is aiming at going back to these roots and working to bring in youth from the SC/ST/OBC categories who fulfill the conditions set by the Constitution of India. The Centre collaborates with state and non-state stakeholders with similar objectives and values to set up and support academic programmes, advocacy, research centres and training for the advancement of education and knowledge in the field of peace-studies, justice, conflict resolution and communal harmony, thereby aiming to achieve the greater common good.

XLRI Case Research and Simulation Development Centre

Case studies, games and simulations are the founding stones of management teaching pedagogy. XLRI Case Research and Simulation Development Centre (XL-CRSDC) was established to meet this growing demand for inclusion of more cases, games, and simulations in the teaching curriculum. The Centre envisages making XLRI a world-class business case repository. The cases are written by faculty members, research scholars and professional case writers. The services offered by the Centre include providing writing and editorial assistance to case writers along with managing distribution and promotion of the registered cases.

The Centre for Skill Development

XLRI Jamshedpur had its roots in a vision to train youth in managerial skills. In its Platinum Jubilee year, XLRI’s Skill Development Cell is aiming to achieve the greater common good. Inspired by the Jesuit spirit of ‘Present Continuous’, the Centre for Peace and Justice was established in 2019 and is dedicated to being a ‘People’s Centre’ that works to minimise conflict and maximise peace, without discrimination of any kind as enshrined in various International Conventions and the Constitution of India. The Centre collaborates with state and non-state stakeholders with similar objectives and values to set up and support academic programmes, advocacy, research centres and training for the advancement of education and knowledge in the field of peace-studies, justice, conflict resolution and communal harmony, thereby aiming to achieve the greater common good.

Debjan Das

The Centre for Learning and Teaching Innovations

The Centre of Learning and Teaching Innovations strives to work towards deploying the tools and pedagogical approaches to improve students’ reasoning and argument building skills and to develop critical thinking. The Centre will work towards understanding and developing the best practices of teaching and learning.

Fr Arrupe Centre for Ecology & 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.

Financial Market Centre

The Financial Market Centre (FMC) was established in 1998 to facilitate advanced learning and research programs to help students and the budding entrepreneurs in furthering the activities in the domain of inclusive finance.

The Centre is dedicated to being a People’s Centre which proposes a four-fold lens for understanding and developing the best practices of teaching and learning.

The Centre of Learning and Teaching Innovations

The Centre for Human Resource Development

The Centre for Human Resource Development undertakes research, training programmes and organizes conferences to support the knowledge creation and
**Objectives of The Centre For Learning and Teaching Innovation**

- To share the best practices of teaching and sharing of experiences
- To undertake research on effectiveness of various pedagogical approaches and the role of participant centered learning in the Indian context
- To sensitize faculty members about the dynamics of adult learning
- To collaborate with other Management Schools both from India and abroad
- To explore how technology can be harnessed to maximize learning
- To provide a forum for faculty to understand the foundational elements of scholarship of teaching and to enhance learning of the dynamics of case-based learning, simulations and other active learning approaches
- To act as a resource centre and a mentor for faculty to achieve excellence

**Centre for Logistics & SCM**

The vision of The Centre for Logistics and Supply Chain Management is to provide leadership for the evolving logistics and supply chain profession through the development, dissemination, and advancement of logistics and supply chain knowledge.

The centre aims to provide national and international focal points for advanced teaching, training and research in the field of Logistics and Supply Chain Management. As part of its activities, the Centre has designed a Post Graduate Certificate Programme in Logistics and Supply Chain Management (PGCILCM) for working executives for India in 2005 and Dubai in 2007. These have been reintroduced as e-MDPs. The centre has professional ties with major professional bodies like Indian Institute of Materials Management and CII Eastern Region and Association of Supply Chain Professionals (ASCP) India.

**Centre for Gender Equality & Inclusive Leadership**

The trigger for the genesis of the Centre for Gender Equality and Inclusive Leadership was India's escalating gender gap highlighted in the World Economic Forum's 14th Global Gender Parity report. In terms of economic opportunities for women, India is ranked 149th out of 153 participating. India's historically poor gender ratios, disparate gender-specific access to healthcare along with other entrenched societal issues, exacerbate the problem. The Centre aims to improve gender equality and workforce participation of women in industry, government and social sectors through promoting research and dissemination of gender-related issues and best practices, developing programmes and interventions to promote inclusive leadership across corporate and social segments, and building awareness through advocacy to influence and shape policy and practices.

**XLRI Centre for Spirituality**

XLCes is the Centre that addresses spiritual yearnings at XLRI, Xavier School of Management. The Centre for Spirituality undertakes training sessions in spiritual activities, conducts research in spiritual animation, in mentoring young scholars on the spiritual path. The Centre also works towards spiritual wellbeing by networking with other centres of spirituality.

**Endnotes**

The Jesuit spirit of *Magis* that exhorts members of the XLRI community to excel in everything they do has been at the heart of the establishment of these Centres. In turn, the presence of the Centres emanate the genuine intent to work towards the greater good, thereby influencing generations of XLRI students to become responsible, mindful leaders.
Fostering entrepreneurship through XCEED

India is well on the way to becoming the world’s fifth-largest economy. The need of the hour is job-creators and not just job seekers. A closer look at XLRI’s approach to nurturing entrepreneurs

Networking Opportunities: Conducting networking events regularly to connect entrepreneurs with potential partners, investors, and industry experts.

XCEED offers a comprehensive set of resources and services designed to assist entrepreneurs in turning their ideas into successful businesses. Benefits offered by partners can be utilized to create a collaborative environment that fosters innovation and growth. XCEED also partners various state and non-state holders in order to carry out its activities.

Students participate in seminars, workshops, competitions attend investor meetups and other entrepreneurship events within Delhi-NCR to understand the entrepreneurial process, from ideation to scaling.

The ACE Conclave: An event for Change Entrepreneurs (ACE) is India’s first accelerator for idea-stage startups in Delhi-NCR. This seeks to address some of India’s toughest problems by helping early-stage startups working in these areas. During the 6-month programme, founders will receive direct mentorship from experienced entrepreneurs, a stipend of Rs 6 lakhs, access to Rs 2 Cr in seed funding and other perks.

XCEED is also actively exploring partnerships with relevant actors.

Partnership MOUs have been signed with TIE Delhi NCR, Lets Venture, Guptaji Investors, Soonicorn Ventures, IvyCap Ventures and Fundcos.

Mentorship

XCEED Entrepreneurs will have access to experienced mentors with a wealth of knowledge and expertise across industries. These mentors will provide guidance, feedback and advice that will help startups navigate the early stages of business development. Ten mentors have already been assigned to venture-ready startups. Plus, a pool of 38 mentors has been created to map startups.

Shifting gears

In 2022, Fr Paul Fernandes, S.J., with the help of Prof. Rajeev Roy, started a two-year Post Graduate Diploma in Management (Innovation, Entrepreneurship & Venture Creation). A full time AICTE-approved course, this offers structured long-term support for aspiring entrepreneurs by combining management education with incubation/acceleration. Post Graduate Diploma Management in Innovation, Entrepreneurship, and Venture Creation (PGDMEV) is designed to empower students to think creatively and critically about identifying and solving problems, and to equip them to turn ideas into successful ventures.

The programme aims to foster an entrepreneurial mindset through theoretical and practical coursework, hands-on projects and internships, along with opportunities to network with industry professionals and successful entrepreneurs.

Endnotes

The significant feature of this initiative is to provide diverse opportunities to students. Hence, the programme offers two tracks: Startup Track and Family Business Track.

What is the overarching vision for XLRI-Delhi NCR?

XLRI Delhi-NCR is just another campus of XLRI Jamshedpur; it is underpinned by the same vision and ethos of XLRI. The sense of community and its collegial culture helps students imbibe the values of ‘excellence and integrity’ through a process of osmosis and imbues them with a commitment “for the greater common good” in their undertakings.

How does XLRI Delhi-NCR plan on recreating the ‘essence’ of XLRI at this campus? What processes and systems will help achieve this?

The same Board of Governors, admission process, curriculum, mutual exchange of faculty, joint placement system and community service programme ensure the same spirit governs and guides us and that the foundational practices of XLRI Jamshedpur are embedded in each endeavour. It is one XLRI and two campuses. Every stakeholder, be it student, staff or faculty, experiences the same culture and values and leverages the strength of each. The faculty-student ratio offers excellent interaction and learning opportunities in smaller and large groups. An expansive, green and sustainable campus with an excellent library, convivial meeting rooms, and cafes offer opportunities to break barriers and build bonds, and learn from everyone.

Specialised, domain-specific Centres such as CGELL(Centre for Gender Equality and Inclusive Leadership) add to the intellectual heft of the organisation. Some are already functioning, and others are taking shape.

Community service is embedded in the academic curricula, and XLRI is already a key partner with Industry around the campus of Delhi-NCR. Alumni form a significant strength of XLRI. At the Jhajjar campus, the alumni network is leveraged through the formal institutions of the Alumni Chapter and informally through any alumni who wishes to give back.

While we treasure and cherish the glorious legacy of XLRI, this campus will continue this legacy by leveraging its proximity to Delhi-NCR and the prodigious opportunities it affords.

What do you think the future holds for Brand XLRI?

We are humbled and deeply aware that no organisation owns success. It only rents it, and the rent is due every day. By embracing an attitude of “ignoramus” (I do not know), being a community of ravenous learners and daring to disrupt ourselves constantly, we hope to bolster and buttress this legacy and be of more excellent service for the greater common good in these exponential times. Our ability to leverage our proximity to the epicentre of India’s new economy and around Delhi-NCR will play a significant role in this endeavour.

XLRI Delhi, established after intense discussions with the Jesuit Provinces of Delhi Province, marked a new direction and focus for XLRI Jamshedpur.

How will XLRI Delhi-NCR carve its own niche, while retaining the unique essence of the parent institution? Fr KS Casimir, S.J., Director, XLRI Delhi-NCR, talks to Sukanya Das

The location of our campus in Delhi-NCR gives XLRI an unprecedented opportunity to engage with our corporate partners. We have leveraged our site to interact face-to-face to enable placements, internships, industry live projects, and leadership talks. An exciting thing has been for us to tap into our alma mater community and get very senior and respected industry personnel to be guest faculty and visiting faculty at the campus.

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XCEED is also actively exploring partnerships with relevant actors.
A MATTER OF PLACEMENT

Placement is at the heart of the offerings of any professional institute, especially a business school. With cent per cent placement year on year, decade on decade, placements are not in question at XLRI. But, the quest for the perfect fit – for the student, the industry and the organization – continues. A closer look at the dynamics of the exceptional placement figures at XLRI.

Sukanya Das

In its 75th year, XLRI, one of India’s top business schools, marked another milestone in its illustrious history. With a student of the Batch of 2020-23 reaching the Rs 1.10 Cr pay package mark, new standards were set.

Flagship Programme: PGDM (BM) & PGDM (HRM)

XLRI Jamshedpur and XLRI Delhi NCR has successfully achieved 100% placements for the outgoing batch of 2021-23 for its flagship programs Two-year PGDM (BM) and Two-year PGDM (HRM) with all 463 candidates securing offers through the Final Recruitment Process. The Final Placement process was conducted in two stages. The first stage - the Lateral Recruitment Process (LRP) – was conducted over a week in January 2023 where students with prior work experience were interviewed and were offered higher than entry-level positions.

The second stage – the Campus Recruitment Process (CRP) – was conducted in a single day in February 2023 where there was no segregation basis the work experience. The process saw participation from 117 recruiters with 484 domestic offers and 3 international offers, including 30 new recruiters. These also include pre-placement offers (PPOs) which were offered to 43.8% of the batch.

Executive Programme: PGDM (GM)

The placement drive for XLRI’s 15-month flagship MBA programme for the 2022-23 cohort was a resounding success. The cohort of students brought with them a wealth of diverse experiences, having previously excelled in various roles such as Project Management, Product Management, Consulting, Marketing, Software Technologies, Supply Chain, and HR at renowned companies including Fortune 500 firms, Big 4 consulting firms, Unicorns, and other industry-leading organisations. Furthermore, the average work experience of the cohort was 7 years, with an average age of 29.

We are delighted to share that XLRI’s PGDM (GM) program witnessed a notable increase of 11% in the average CTC, reaching ₹29.40 LPA, and a 6% increase in the median, reaching ₹27.50 LPA, during this Campus Placement Season. The highest salary offered reached a record high of ₹80.35 LPA, with the top 10% of students earning an average of ₹55.27 LPA, the top 25% earning ₹41.90 LPA, and the top 50% earning ₹35.89 LPA during the recruitment process.

The institute received overwhelming response from industry leaders, including Amazon, Jio, Mahindra & Mahindra, TVs, Trident, Deloitte, Accenture, ServiceNow, Axis Bank, among others, who actively participated in the recruitment process. The Class of 2023 was offered a range of roles, encompassing positions such as Chief People Officer, Assistant Vice President, HR Leadership Development, DGM – National Academic Operations, CMI - Group Digital Channels and Partnership, Senior Product Manager, Senior Project Manager, Manager-Delivery Excellence, Relationship Manager, Senior Consultant, Digital Strategist, Business Process Improvement, and Strategy Program Management.

What powers this excellence year on year is a no-compromise focus on making students industry-ready in the truest sense, balancing industry demands and ensuring the institution continues to serve the needs of its stakeholders.

Ready for industry

All B-Schools try and make their students as industry ready as possible, and XLRI Jamshedpur and XLRI Delhi NCR has successfully achieved 100% placements for the outgoing batch of 2021-23 for its flagship MBA programme Two-year PGDM (BM) and Two-year PGDM (HRM) with all 463 candidates securing offers through the Final Recruitment Process. The Final Placement process was conducted in two stages.

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Ready for industry
not only able to evaluate themselves, but also enhances students’ confidence as they are companies a close-up of a potential recruit. These internships at the best organisations. This is because, summer on the summer internship at the end of the practical knowledge base, but gives them an and so on. All this not only increases their competitions, problem-solving, simulations industry-conducted competitions – case and so on. Unless they are fully satisfied, they will not agree to anything. Multiply this by 600 students every year.

This change was inevitable once the placement process is institutionalized into an inherent activity – a must for accreditations and rankings – from an add-on activity as earlier.

As an institutional activity, XLRI treats the process of placement with utmost seriousness. Especially because the institute needs to meet the expectations of industry as well.

Companies are extremely demanding – and competitive - as well. The Placement Cell informs us that post COVID, companies expect every new recruit to be able to leverage the power of new technologies - be it data analytics, artificial intelligence or metaphor. To address this industry expectation, XLRI has started training students for technology as well. An institutional subscription to a global digital learning platform has democratized access to technological value-addition for the students – this gives access to 11,500 courses free of cost.

The primary challenge with regard to industry is the companies expect all 600 students in a batch to be made available. Then, the top 10 to 20 percent becomes a common choice among multiple recruiters. Some profiles also attract competitive attention – students with very high CGPA, with an IIT or IIM background. “Competitions for certain candidates have often escalated to CEO and Chairman levels,” laughs Dr Kanagaraj. Also, each company expects preferential treatment during the process. A surefire formula for a lot of unhappiness.

However, the performance of XLRI students leaves no room for complaints and the next year, the same companies come back, hoping to recruit some more outstanding XLRI students. This in turn feeds organizational goals of both intake and placement.

The feedback factor Industry satisfaction with XLRI students is very high. And the main reason that differentiates them from other management school graduates is their attitude towards work and learning. As per industry feedback, XLRI students are always pursuing knowledge and their ability to work with few resources is superb. But perhaps the most significant differentiator is that XLRI students are excellent team players, with a very high human touch.

Endnotes Perhaps the best validation of this comes from a stalwart in the industry and an XLRI alum to boot. Raj Narayan, an alumnus of XLRI who retired as the Chief Human Resources Officer of Titan, says, “That human touch, that understanding of team dynamics, that XLRI students have is unparalleled. With half the cohort being HR, with faculty also being HR-driven, human-centric values and approach become inculcated and ingrained. Even the most hardcore marketing and finance students will be fantastic team players, will bring a greater human quotient into their role and their domain. And that will change the culture of my old employers better, which as an HR person, is important for me. That is why we hire from XLRI.”
MINISTERING TO THE CAUSE OF EDUCATION

An institution on the scale and scope of XLRI necessitates strategic administration and debt handling of funds. That it is run by the Society of Jesus places its own prerequisites. Fr Donald D’Silva, S.J., Dean, Administration & Finance, talks to Sukanya Das about the underpinnings of XLRI’s approach

As one of India’s foremost B-Schools, XLRI is considered a ‘rich’ institute. What does it entail to manage the finances of such an institute? As one is probably to remember is that XLRI is purely self-financed. If we look back at the early years, for almost four decades, XLRI struggled financially. The support of the Jamshedpur Jesuit Province kept the institute running and growing. It is the Jamshedpur Jesuit Province who have put up all this infrastructure on campus from scratch on land leased to us by Tata Steel.

There were times when the then Directors would have to send out letters to leading businessmen in the township to help pay salaries. It was only in the new century when we started doing the satellite programmes, the institute started seeing some income. These were the first revenue-generating programmes we started, and since then by the grace of God, the immense hard work by faculty members, and of course, alumni support we have not suffered from such financial crisis.

Faculty members have worked extremely hard to bring in more Management Development Programmes, consultancies in companies, and several short-term certificate programmes. Thus, the institute gathered the resources to stabilise and grow. It is through the student fees we achieved the institute gathered the resources to stabilise and grow. It is through the student fees we achieved the institute gathered the resources to stabilise and grow. It is through the student fees we achieved the institute gathered the resources to stabilise and grow.

The present continuous growth. It is through the student fees we achieved the institute gathered the resources to stabilise and grow. It is through the student fees we achieved the institute gathered the resources to stabilise and grow. It is through the student fees we achieved the institute gathered the resources to stabilise and grow. It is through the student fees we achieved the institute gathered the resources to stabilise and grow.

We see so many Centres of Excellence, the endowments and the Chairs. How are these funded? Yes, one major success is that we have allocated funds for specific causes. Such as the JRD Tata Foundation for Business Ethics, JRD Tata Chair, Fr McGrath Education Fund, then HRD Centre Fund, several endowment funds, scholarship funds, medal funds, alumni funds, XLRI Education Development Fund: Environment & Sustainability Fund and Infrastructure Development Fund.

These funds have been created to secure the institute from financial crisis – so that our work under these aspects continues. These funds were generated from the surplus, allocations and alumni contributions primarily. As a policy, a part of the surplus is allocated to the specific funds every year to ensure that the services we render through various centres and committees do not suffer.

You mentioned committees - how are student activities financed? Committee activities are funded by the institute but the major events are all through sponsorships that the students raise themselves. Every year, students raise significant amounts through sponsorships. This is real-life training for them – they exercise their talent, leadership, organizational skills, negotiation skills, fundraising skills. It is really amazing to see how students go about organizing large scale events on and off campus. They do a fantastic job in managing their committees.

Can you tell us about the social engagement activities at the institute? Other than students’ direct involvement with the lesser privileged section of the society through regular activities such as organizing literacy programmes, awareness drives, blood donations, distribution of care packages, XLRI utilizes its funds, about two crores a year for the promotion of primary education in rural areas in terms of giving back to society.

XLRI in 1949 began by offering short-term courses in management and trade unions. In our Platinum Jubilee year, XLRI’s Skill Development Cell (SDC) is aiming at relieving the original dream of the founding fathers. To fulfill this mission, we are committed to train youth from the rural areas of Jharkhand and Odisha, with employment skills. SDC aims to bring in the SC/ST/OBC youth together to explore their potential and learn skills that will make them independent. Those fulfilling the eligibility criteria will be shortlisted and trained with financial support from XLRI.

In our first year, we received about 90 applications. Considering the feasibility and effectiveness, the first batch of 32 students was selected for Computer Data Entry Skills and Communicative English. On October 16, the first batch commenced their programme at Human Life Centre, Bhubaneswar. Today, 17 students are doing the Sewing Machine Operator’s course at Chaibasa, 7 candidates will be trained in electrical wiring, Motor Mechanics and A.C repair & Maintenance respectively in Jamshedpur. About 55-60 youth will be helped by the SD Cell in this financial year. Efforts are on to find funding for SD Programmes to scale up the number of beneficiaries.

I am coordinating this initiative with the help of my colleagues, James Tirkey and Caroline Daniels.

From finance to administration. In terms of governance, how does XLRI adhere to the requirements of the future? At the heart of all our planning for the future are issues of sustainability, of collaboration, of giving back to the community.

As the First B-School to teach sustainability as a core subject, we are conscious of our own obligations. Our sustainability practices and initiatives include that of keeping our campuses sustainable. Our Delhi building is a state-of-the-art green structure. Jamshedpur poses other challenges as the buildings are much older. We work with solar power. Every day, we strive to grow our compliance with not just the requirements mandated by government but the just requirements of the future. The second aspect is working on sustainability projects. We have already started work with the Tata Group. The next goal is for the government-level initiatives and programmes.

With Environmental Social and Governance (ESG) standards already being mandated, ESG quotients will become prerequisites for funding, projects collaborations. We plan to set up a dedicated Centre for Sustainability, start offering programmes, with the eventual aim of offering a full-fledged programme. And if we are offering programmes, it is but understood that our compliances are also in place.

What other administrative practices and cultural factors foster the excellence that XLRI is known for? I would say a higher degree of pastoral care – the involvement of professors and staff with students beyond the classroom. Students and young people today in general, exist in a high-pressure and highly complex environment. The burden of paying back their student loans, intense competition and of course their personal challenges. Today it is important for professors and even staff members to be available to them outside of class hours and play a vital role in mentoring and counselling.

XLRI started as a 60-student institute – the students, faculty members used to play together, attend parties together. The numbers make this impossible but it has evolved to suit present-day realities. One may say that this places an additional burden on the faculty members. But, you see, my colleagues are deeply invested in the success of their students, the institute and they understand the importance of pastoral care.

If you compare with other B-Schools, the interaction between faculty and students is at a much higher level. We cultivate a culture of care. Students know who to reach out to, they have help available. Of course, certain things are mandated but many more things are simply part of our culture here.

The core value at XLRI remains family – and it is through these interactions outside of class hours that we build the core strengths in our students that XLRI is known for.

Any endnotes, Father? Just that we are marshalling and managing all our resources in order to grow from strength to strength. And to go back to your first question, XLRI has always been rich in its culture, its understanding of the spirit of service. Every member of the XLRI community is committed to ensuring that the XLRI legacy continues unabated. I am happy with the talented, energetic, enthusiastic and passionate students, faculty and staff. This is our strength and we draw our energy from each other to move forward.
Sustainability and Social Engagement

The first B-School to teach sustainability as a core subject, at XLRI, sustainability is a way of life. An insight into how the institute is keeping sustainability at the front and centre of its intentions and actions.

XLRI’s vision is to be an institution of excellence nurturing responsible leaders for the greater common good and a sustainable future. Ethics, Sustainability and Social Responsibility are important pillars of XLRI’s Vision & Mission. Over the years, the institute has augmented its faculty resources, programmes, research, operations, outreach and stakeholder engagement to fulfill its sustainability commitments.

Sustainability as a pillar
Apart from academics, XLRI is focusing on their internal sustainability practices and initiatives. Keeping the campuses sustainable is an action point. While the Delhi building is a state-of-the-art green structure, Jamshedpur poses other challenges as the buildings are much older. The institute works with solar power. Every single day, XLRI strives to grow its compliance with the requirements – not those mandated by governments but the just requirements of the future.

Sustainability in academics
With its legacy as the first B-school to introduce sustainability in the curricula, XLRI is actively recruiting more faculty members specialising in sustainability issues. Greater engagement with corporate entities on sustainability projects are being worked towards. Work with the Tata Group has already begun. The next goal is to enter the government level initiatives and programmes.

Centre of Excellence
With Environmental Social and Governance (ESG) standards already being mandated, ESG quotients will also become prerequisites for funding, projects, collaborations and so on. The idea was to set up a dedicated Centre for Sustainability where XLRI will start offering programmes, with the eventual aim of offering a full-time, two-year programme.

Engaging with society
On the subject of social engagement, Dr HK Pradhan, Professor-Finance, says, “The mission of the institute is, broader, social engagement. Dr Pradhan has been at the helm of a well-received social initiative – Sanchetana – a nation-wide financial literacy initiative started in 2012, that was founded and mentored by Dr Pradhan with support from State Bank of India. The initiative works to promote financial literacy among underserved sections of the country, focusing on their financial wellbeing through collaborative events, innovative projects as well as targeted literacy interventions. XLRI has been registered by RBI as an institution for promoting Depositor Education and Awareness activities. The institute has received support from several premier financial organisations of India such as State Bank of India, National Bank for Agricultural and Rural Development (NABARD), the Small Industries Development Bank of India (SIDBI) in furthering the activities in the domain of inclusive finance.

XLRI is also trying to be the nodal centre for fostering the ecosystem of entrepreneurship in Jharkhand. Jharkhand has tremendous potential and XLRI, with its unique situation in Jharkhand is perfectly positioned to be this nodal agency.

Several initiatives have already been launched. Prof Sunil K. Sarangi, involved with some of these, says, “For the last two-three years, we have been involved with the assessment of quality education in schools in the area. I personally have been on the steering committee of the Tata Education Excellence Program, which is a government mandate for the Tata Group. Here, we train school teachers, principals, and also try to bring in an element of entrepreneurship in the school students by exposing them to different facets of entrepreneurship.”

Another aspect of social engagement at XLRI is managing the Jamshedpur Management Association, probably the most high-performing chapter among all Indian student management associations. This initiative attempts to bring together government, academia, and industry to spread management education among the entities and people who ideally don’t have access to this. Dr. Sarangi says, “We have played a very important role in creating an academic council”.

Fostering social consciousness among students is one of the hallmarks of Jesuit Business Education, and XLRI lays great emphasis on inclusive and sustainable growth of people and communities and strongly advocates social responsibility alongside corporate activities.
‘Excellence and Integrity’ and ‘For the Greater Good’

XLRI’s motto, ‘Excellence and Integrity’, succinctly encapsulates the institution’s core values. It reinforces the idea that academic excellence must always be coupled with unwavering integrity. This motto serves as a constant reminder to all stakeholders, from students to faculty, of the non-negotiable commitment to ethical conduct in every aspect of management.

‘For the Greater Good’, the principle underpinning all of XLRI’s endeavours, is a testament to its commitment to ethical leadership and societal well-being. It echoes the institution’s belief that business and management should not be pursued merely for personal gain but should serve as a force for positive change in society. This tagline underscores the importance of ethics in driving businesses and organizations towards a sustainable and equitable future.

The Alumni Legacy

One of the most compelling indicators of XLRI’s success in instilling ethical values is the exemplary conduct of its alumni. Over the years, XLRI alumni have consistently upheld the principles of ethics and integrity in their professional lives. Their commitment to the greater common good is evident through their contributions to society, as they have refrained from engaging in serious scandals and instead dedicated themselves to working for the betterment of the nation. This legacy of ethical leadership among alumni stands as a testament to XLRI’s enduring impact on the business world.

Vision and Mission

XLRI’s vision and mission statements reflect its unwavering commitment to ethics and integrity in management education.

The vision statement, “To be an institution of excellence nurturing responsible global leaders for the greater common good and a sustainable future,” places a strong emphasis on responsibility and the common good. It implies that XLRI’s primary goal is not just producing business leaders but producing ethical, responsible leaders who will contribute to the betterment of society.

The mission statement further reinforces this commitment through its focus on values such as ethical conduct, integrity, and a sensitive social conscience. XLRI’s mission of disseminating knowledge, extending the frontiers of knowledge through research, nurturing ethical leaders, and encouraging critical thinking aligns perfectly with the institution’s core values of excellence and integrity.

Looking Forward

XLRI’s unwavering commitment to ethics and integrity has been a guiding light for over seven decades. This commitment is deeply ingrained in the institution’s history, values, vision, and mission. Its founding fathers were pioneering Jesuits with deep conviction and commitment. XLRI’s alumni serve as a living proof of the enduring impact of ethical education, working tirelessly for the greater common good. As XLRI continues to nurture responsible global leaders, it stands as a testament to the idea that excellence and integrity are not mutually exclusive but rather complementary pillars upon which ethical leadership and successful businesses are built. In a world where ethical culture and leadership are increasingly becoming vital, XLRI reminds us of how an educational institution can shape a brighter and more responsible future.
IN NEW DIRECTIONS
As XLRI celebrates its Platinum Jubilee, it is also time to look forward towards the future. What is XLRI working towards as it nears its centenary year? Fr S George, S.J., Director, in a conversation with Sukanya Das

There is no question about XLRI’s incomparable impact on not just industry in India but nation-building. What do you think is the second benefit XLRI offers?

As always, our focus remains on offering courses that not only address the needs of the present but are future-forward – ones that foresee the needs of the future and address them.

Towards this end, we have also set up centres in other parts of India that are focused on the future. After the Business Management programme was set up in 2020 in the newly built Jhajjar campus – I was in fact the first Director – the institute decided to explore other avenues of public interest. Subsequently, the Centre for Gender Equality and Inclusive Leadership (CGEIL) was founded in 2021, and in 2022, under Fr Paul Fernandes, S.J., the Delhi campus introduced PGDM - Innovation, Entrepreneurship and Venture creation (IVE) programme with state-of-the-art facilities. The Centre for Gender Equality and Inclusive Leadership (CGEIL) was founded to shape policy, guide actions, and support individuals, firms, and governments in enabling a more equitable society. CGEIL focuses on empowering livelihoods and employment opportunities on a gender-neutral basis. XLRI’s guiding motto of ‘Excellence with Integrity’ is at work in the Centre’s endeavour to establish itself as a premier body collaborating with partner institutions, governments, and funding agencies to interweave the mindset, approach and habits that shall make realisation of Gender Equality and Inclusive Leadership a lived experience in all facets and arenas of society. The Centre is collaborating with XLRI Alumni in running XL for Women programmes committed to encourage and improve gender equality in the workforce, entrepreneurial participation of women across sectors and segments.

In 2022, venturing into Policy Studies, Fr Paul, S.J., started the XLRI Centre for Policy under the name ‘Centre for Public Policy and Public Affairs’. The Centre for Policy (XLCP) is a hub of cutting-edge ideas on areas as vast as corporate governance, conflict management and mediation, building effective public-private partnerships and public leadership. It brings together scholars and practitioners to engage in dialogue that impacts our world and helps in creating workable solutions to the policy questions of our current times. In seeking to build ideas and leaders for the future, we offer training in public policy through an interdisciplinary lens which will equip you to address the most complex and daunting problems with creative and sustainable solutions. It is one world, our world, and we need to preserve it for generations to come.

Two sectors that seem set on a growth trajectory are healthcare and perhaps, real estate management. So, the second campus will focus on healthcare management and other allied courses. Business Administration and Entrepreneurship. These are year-long courses but we are looking at eventually offering full time two-year healthcare management programme adhering to XLRI standards. Further, with the help of our new campuses at Neral and Amaravati, our vision is to create an impact on Industry and Society with innovative programmes. Jesuits of Jamshedpur and Bombay Provinces will come up will a sustainable plan to make our vision a reality.

Academically, what else is the institute working towards?

International collaborations. Given the global realities of today, collaboration is the way forward. On paper, we have 28 universities as collaborators, but not all relationships are as active as desired. Our focus will be both on activating the existing relationships and on developing new ones. We will also be generating greater awareness for our existing dual degree programme with Rutgers University, USA. Of course, there are quite a few other outstanding management programmes available to students at this cost. But the real differentiator is that with this programme, students are guaranteed a three-year work visa for the United States of America. International accreditations are another area of thrust. We already have the prestigious AMBA and AACSB accreditations. The next one in our sights is EQUIS. These are Triple Crown International Accreditation.

XLRI’s legacy in Human Resource Management is well-established. Can you tell us why a student should choose General Business Management at XLRI over other institutes?

Yes. That while our HRM programme is exemplary, our BM programme has among the best in the country as well! HRM is our strength, our legacy, but our BM programme has consistently ranked among the top 5 in the country.

Apart from the fact that we offer top-notch education, several benefits accrue to our BM students because of our HRM legacy. For instance, no recruiter will lose the chance to come to XLRI for HRM. Once they come, they also interview for BM. So, that’s an immediate benefit. There’s another benefit, even BM students are recruited by HR managers and almost all HR managers at all the top companies are from XLRI.

What are the immediate challenges that the institute is facing?

Our real focus in the immediate future is addressing the National Education Policy and aligning with its requirements. The NEP clearly states that stand-alone Post Graduate Degree in Management will be invalidated after 2035. So, we as a stand-alone PGDM institution affiliated to the AICTE, have to either become part of a university, form a cluster university or become a deemed university. Working towards becoming a deemed university is the most ideal for XLRI.

So, our immediate challenge is to meet the requirements of deemed universities, without in any way compromising the quality of education delivered and placement provided.

What is the way ahead for XLRI in its 75th year?

We have engaged with government, with industry, with society, with educational institutions as well. We will be looking to increase interaction across stakeholder categories, especially community and the parents. The order of priority now stands at parents, community and government. We are of course already engaged but not at the desired level.

XLRI’s consistency in disseminating management education through a diverse portfolio of educational programmes, as a Category One Institute of AICTE classification has also been strengthened by XLRI providing further opportunities to the working professionals by starting BM, HRM and Finance programmes under UGC banner (XLRI-Online Learning) in 2022. We are looking to further develop and expand these.

As we are in the 75th year of existence and celebrating XLRI glorious past and its growth over the years, in the Jubilee Year we plan to launch Business Analytics programme. XLRI is determined to focus on research and publication, venture into innovative methods of imparting knowledge and prepare students for the industry with sound ethical values and integrity.

And of course, the constant XLRI promise – to continue to excel for the greater good! 😊
The 75 years of XLRI have been glorious, and its legacy, enormous. XLRI however does not wish to rest on its past laurels. The institute is looking forward to growing from strength to strength and becoming more and more relevant in the business landscape of India as well as in nation-building.

For the Greater Good:

REIMAGINING THE FUTURE OF XLRI

Dr TAS Vijayaraghavan

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The nature of work – and with it the world as we know it – is changing at an unprecedented pace. Humans are being replaced in the workplace by Artificial intelligence and automation. While technology can be harnessed to bring about positive societal transformation, historically technological advancements have favoured the already privileged and not significantly transformed the lives of the disadvantaged. It is up to the more fortunate to ensure that the benefits from technological advancement accrue not only to the top of society but to the last person in the line.

Evolutions in external environments - globalization of education, technological innovations and demands for new skills - inevitably cause a shift in how business education is perceived as well as societal expectations. Higher education institutes and especially business schools have a crucial role to play in responding to these ever-changing challenges and working towards positive impact.

Their responsibility would be two-fold – to generate new knowledge that informs and transforms the way business is conducted through their research and help raise awareness and provide a framework for reflection on the role of individual students in bringing about change, and by extension, to support students and faculty as they develop concrete strategies.

As independent India’s first B-School, XLRI has never allowed itself to become irrelevant. It has always viewed its legacy as a vantage point to take the next leap, and not the top of the tallest mountain. It is thus imperative for XLRI to play a thought leadership role in developing business education and to drive the
The Five Pillars: A Causal Flow

Brand Globalization  World-class Digital Infrastructure  Knowledge Creation  Innovative Programs  Boundaryless Stakeholder Connect

process. This is to be done by generating new knowledge that informs and transforms the way business is conducted as well as by updating curricula that reflect the changes in the environment.

While students, businesses, and society all have various roles to play, this represents an opportunity for XLRI to surge forward proactively and incorporate these into its own development strategy.

XLRI’s framework of transformation takes into account the five pillars as well as its underpinning philosophy – for the greater good.

The architecture of ‘greater good’

The institute has identified five principles that form the pillars of the house. These areas are expected to help the institute realise its vision, and serve as the focus for immediate action to both launch and support its journey of transformation.

It must be noted that the institute is looking to build on its legacy and not by discarding it. The pillars are built on the base of XLRI’s unique and enviable brand identity. The overarching roof, of course, is XLRI’s stated purpose of existence - and at the top, depicting the roof, is our purpose of existence - for the Greater Good, which in tangible terms translates to the need to activate and nurture social conscience.

XLRI being action-oriented, the five pillars include possible Key Result Areas that need attention.

WHILE STUDENTS, BUSINESSES, AND SOCIETY ALL HAVE VARIOUS ROLES TO PLAY, THIS REPRESENTS AN OPPORTUNITY FOR XLRI TO SURGE FORWARD PROACTIVELY AND INTEGRATE THESE INTO ITS OWN DEVELOPMENT STRATEGY.

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*Conditions apply.
An engineer, a professional Kathak dancer and a professional with four years of work experience, Vishruti represents the student body of XLRI as the General Secretary of the Student Affairs Council. Vishruti is truly representative of the student body at XLRI – highly intelligent, highly ambitious and highly motivated. However, as with her cohort, she is driven by a need to do more, to give back to the institution and to her cohort and to the organization and achieving the greater good – something that XLRI has not only unavoidable, they are necessary.

Tell us what led to you standing for elections.

The atmosphere at XLRI. Unlike most other institutions or organisations, the environment here is highly conducive for contribution. Everything is student-run. All committees – from placements to exam scheduling to media management – are student-run. To experience that first-hand, to be a part of the decision-making body is something that really excited me. The election process is also interesting. We give out nominations, candidates pitch to the student body, there is a Question-and-Answer session and we go straight to polling. There is no campaigning. This unusual practice also stems from the XL culture. It has been like this historically. The underlying belief is that candidates are standing for elections to represent the students, so it is expected that students already know you. All that is needed is to let students know your specific plans for the community. This also deters negative campaigning or the possibility of the environment becoming vitiated.

Also, unlike other institutes, the entire election process is managed by the outgoing Student Affairs Council. No faculty representation is solicited, offered or required. All of us at XL strongly feel that this is how it should be.

This is a space where one can be political without being politicking, where one can explore what it means to be part of a productive community, of civil society.

As General Secretary SAC, what do you consider your primary responsibility towards the various stakeholder groups?

The first stakeholder group is the student body that I formally represent. Activities – academic, co-curricular and extra-curricular - are constantly on and the committees do a fantastic job by themselves. My responsibility is not to enhance activities or even academics, but instead, to enhance the entire experience of student life - how students live and experience the institution.

The second stakeholder is the organization itself. It is an immense privilege and honour to be elected as the General Secretary during XLRI’s Platinum Jubilee year. There’s such a lot of history and of course, with the Jubilee activities on, there is so much more opportunity to give back to the organization. This is primarily by connecting with the alums, learning how General Secretaries worked then and knowing what they wanted to achieve but couldn’t, and trying to take their work forward.

The third stakeholder is myself. I stood for elections in order to contribute to my cohort and to the organization and achieving some measure of contribution will be my responsibility to myself.

What are the advantages of being a part of the council or the committees?

Learning how to deal with people! While many of us have come here after working in the industry, these two years have been on a different level. The reason is simple – as a premiere MBA institute, each and every student is highly intelligent, highly ambitious and highly competitive. But, not all ideas can be taken, nor can one please everybody. Unless one learns to draw the line, there will be chaos. So, one learns to say no. One learns that tough conversations are not only unavoidable, they are necessary.

What is the level of involvement of research scholars?

FPM scholars are included in activities, in so much as they can afford to be involved. Especially when we have performing teams. But, when it comes to organizing or committee work, they are not involved as it is difficult to categorise them.

Also, the nature of their work is isolating to an extent. And even more internal than ours. The support they need is from their own cohort – and they get that.

Tell us about the support system in place for someone in distress.

We have a counsellor as mandated by government regulations. She is there throughout. The SAC and the Inter-Student Affairs Council keep in touch with her to check if there are any spikes, especially during placement season. We provide as much support as we can.

What else is the batch of 2024 looking to achieve in the Platinum Jubilee year?

A common thread running through the 75+ year conversations has been how to give back to the state where we are located. How to work for the development of the tribal population of Jharkhand. We are working on this as a team - trying to get them to come to campus for skill development, having events for and with them. Also, the 11 regional committees are now trying to identify some issue in their region that we as MBA students can help solve.

To sum up, we are committed to giving back to society in any way we can. I am hopeful that these initiatives will gather momentum and we will be able to contribute to the greater good – something that XLRI has always stood for.
LAST WORD: A WAY FORWARD

COMMITTED TO A SUSTAINABLE FUTURE

The history of XLRI is inextricably intertwined with that of Tata Steel. This tie has been a constant since the inception of XLRI at the behest of an official of Tata Steel and a matter of significant pride for both organisations. TV Narendran, Managing Director of Tata Steel and the Chairman of XLRI about Tata Steel expresses his thoughts about his association with India’s Premier B-School on the occasion of its Platinum Jubilee

From the initial days of XLRI, Tata Steel has been an ardent and committed supporter of the institution. The very first batches were taught by Tata Steel employees - S.C. Joshi, then Personnel Manager of TISCO (as Tata Steel was then known), was one of the biggest draws with his classes on Labour Law.

That land had been leased to XLRI by TISCO is well documented - first to establish the institution on its own premises, and then at various stages, to grow, both in area and in impact. Tata Steel has always supported XLRI on its growth path – be it with additional building infrastructure or human resources such as engineers and landscape specialists.

But, this has not been without interest. Tata Steel has always understood the value that XLRI brings. Not just in terms of management education but to nation-building. While Tata Steel understands and appreciates the value of legacy, it is a forward-looking organization. It recognizes XLRI’s similar values and approach, and to that end, has assumed a partnership role with XLRI on its growth path – be it with additional building infrastructure or human resources such as engineers and landscape specialists.

Tata Steel has consistently been happy to provide internships to the bright students of XLRI and has been even happier to make them long-term members of the Tata family. Generations of dynamic XLRI students have impressed Tata Steel management with their pitching skills and have brought the company on board as Principal Sponsor for event after event – academic, co-curricular and extra-curricular, thus ensuring Tata Steel presence on campus throughout the year.

Of course, there are the committed and erudite members of faculty who have worked with Tata Steel institutionally. Together, some companies of the Tata Group and XLRI Jamshedpur have collaborated to set up one of XLRI’s Centres of Excellence - the JRD Tata Foundation for Business Ethics. The Foundation was established to advocate for and further their long-standing commitment and contribution to business ethics in India.

It is important to remember that the conversations of impact and influence in coming years will be on sustainability, climate change, biodiversity, water, equitable access to resources, among others. With the United Nations’ Sustainable Development Goals driving national economic policies, working towards a more equitable world is today more than a moral science lecture or an idealistic vision. Towards this end, Tata Steel has been facilitating XLRI’s Rural Immersion Programme, a mandatory part of the course at the institute.

The XLRI vision also talks about creating a sustainable future. XLRI has been preparing students to become leaders who envision the future from a lens of sustainability. These are the needs of the hour and of the future. XLRI with its stated vision of nurturing responsible global leaders for the greater common good and a sustainable future, and the Tata Steel Foundation, one of the most respected CSR implementation institutions in the world have come together to offer an AICTE-approved one-year Post Graduate Certificate Programme in CSR (Corporate Social Responsibility) Leadership.

Last, not the least and certainly the most important is how we work for the greater common good. For me, this remains the most powerful phrase in the XLRI vision and at the heart of XLRI’s identity as an institution that creates leaders who are encouraged to think beyond the narrow confines of management thought. XLRI is an institute with a soul, one that inculcates the spirit of service.

As a part of both Tata Steel and XLRI Jamshedpur, I can confidently state that this association has enabled both entities to contribute to the community, society and the nation and that we remain committed to collaborate together for the greater good.

Fr. McGrath Centre for Social Entrepreneurship and Social Justice

Dear Readers,

Fr. Ed. McGrath was among the founding fathers at XLRI, a remarkable teacher, and an extraordinary human being.

On his 100th birth anniversary, XLRI is establishing the Fr. McGrath Centre for Social Entrepreneurship and Social Justice to carry forward his legacy.

The centre’s purpose is to identify and drive impactful projects, endeavouring to create sustainable benefits for society. It also aims at inculcating human values in the student community and promoting research in the field of Social Entrepreneurship and Social Justice.

Do make your contribution towards the INR 50cr endowment fund for the centre, the interest of which will be utilized to run its various activities. You may scan the QR code below for more details. This contribution will be eligible for 80G benefits.

Your support towards this initiative will not only help us honour Fr. Ed. McGrath’s contributions but also enhance the substance and quality of education and research at XLRI.

Best Regards,

Mario Lobo
Head - Fundraising Committee
Managing Director - PSS Group of Companies

For queries, you may contact 9920518980 / marioloobaoalumnicomiteexlri.ac.in or visit www.xlri.ac.in/

The PSS Group of companies wishes XLRI a glorious platinum jubilee. May the institute continue to inspire and educate future generations of leaders, achieving even greater success and growth in the years to come.
BUILDING TOMORROW’S INDIA

Tata Steel is committed to India’s progress and has contributed significantly to the Nation’s infrastructure. The Company has played a role in building two-thirds of India’s flyovers and bridges, over 40 airports, 7 stadiums, and 8 metro railway networks. Tata Steel also prioritises employee welfare by maintaining an equitable working environment and has supported over 31.5 lakh families through various community initiatives. Sure, we make steel.

But #WeAlsoMakeTomorrow