

## Curriculum Vitae

**Prof. Narasimha Murthy Kalanatha Bhatta (NMK Bhatta)**

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### **Core Competencies**

1. Teaching all General Management Courses such as Strategy, Business Excellence, Operations, Management, Information Systems, and Operations Research, Agile Methodologies, Design Thinking, Creativity & Innovation, Project Management, Entrepreneurship
2. Consulting in Business Excellence, Strategy, Design & Systems Thinking and IT Strategy
3. Publishing World class Journals
4. Conducting MDPs, FDPs and Workshops
5. Building a strong Industry Campus interface

### **Brief Overview**

- Approx. 42 years of total experience (Corporate + Academic) out of which last four years as a full professor at IIM Indore (3 years) and XIME Bangalore (3.5 year)
- Published papers/cases in Harvard Business School, Journal of Production Management & Research (A rated), Journal of Business Education (B Rated - 3 case research papers), journal of Strategic Innovation & Sustainability (Scopus indexed) and IIMI Case Centre.
- Presented papers at International Conferences in Washington DC, Montreal, London and Hong Kong.
- Trained on Qualitative Research Methods at London School of Economics, Innovation Management from Steinbeis, Germany and Case Method Teaching from Harvard Business School.
- Gathered experience of 1200 hours of teaching to PGP students and 650 hours for executive students at PUMBA, IIM Indore and XIME with an average feedback of 8.5 (out of 10) across all formats.
- Conducted Strategy Sessions at Board level for Ordinance Factory Board, Bharat Electronics Ltd Board and to the top leadership of several other companies.
- Carried out Industry Consultancy of more than 80 Lacs during the 4 years of full time teaching experience.
- Handled the posts of Chairman Industry Interface and Chairman Management Development Programs at IIM Indore for substantial period.
- Served Government of India in a senior level (24 Years) and then IT Sector (12 years -Tata

Consultancy services as a Global Programme Director of Business Excellence.

- Carried out 16 Business Excellence external assessment, as a Team Leader, of Tata Group and Non Tata Group companies Prominent among these being Tata Chemicals, Tata Technologies, Kirloskar Oil engines, Godrej Industries and GE Healthcare services.
- Authored two chapters in a book : “eHRM” published by Taylor & Francis, UK

## **Education**

... BTech, MBA, PhD

<i>Qualification</i>	<i>Name of University</i>	<i>Year of passing and Distinction</i>
BTech (Electronics & Communication)	JNTU, Hyderabad	1979 Distinction - 3 <sup>rd</sup> in University
Post Graduate Course in Aeronautical Engineering (Electronics)	Air Force Technical College, Bangalore	1980
Master of Business Administration (Operations Research)	University of Poona, Pune	1984 Distinction - 1 <sup>st</sup> in Poona University
Grad IETE	Institute of Electronics & Telecommunication Engineers, New Delhi	1986 Distinction
PhD in QC and Reliability (under Dept of Mgmt Science)	University of Poona, Pune	1990
Project Management Professional (PMP)	Project management Institute, USA	2005

## **Certifications:**

1. Certified in “Qualitative Research Methods” from London School of Economics
2. Certified in “Innovation Management in MSMEs” from Steinbeis Germany
3. Certified in “Case Method Teaching” from Harvard Business School
4. Certified Agile Scrum Master from Scrum Alliance, USA
5. Agile Certified Practitioner from PMI, USA (PMI ACP).
6. Certified Project Management Professional from PMI, USA
7. Project Management Certification from IIM, Ahmedabad
8. Six Sigma Black Belt
9. Certified Business Excellence Consultant and assessor for Malcom Baldrige (USA) and EFQM Business Excellence Assessment Frameworks.

## **Achievement & Awards**

- Awarded “Outstanding” Performance Grade in TCS consistently during 2005-2014
- Awarded more than 35 Certificates of Merit by TCS for special contribution in training and other areas
- Awarded Best Managed Programme Award in TCS for Motorola RoHS/WEEE programme managed by me from inception to completion
- Awarded Commendations by the Chief Air Staff twice for successful and timely completion of critical projects

## **Professional Experience:**

42 years of Operations, managerial and teaching experience

### **06 Apr 2018 – Till date XIME Bangalore**

#### **Professor and Dean (Research)**

- Involved in setting up Research Eco System, promoting Research Culture in the Institute.
- Conducted 4 FDP and 10 MDPs in the last 6 months which were heavily subscribed.
- Conducted Strategy Meet and Strategy workshop for the Board Members and other top Leadership of Bharat Electrical Limited in Oct 2018 as a consultancy assignment.
- Taught subjects of Business Excellence, Design Thinking, Innovation and Strategy, Information Systems and Project Management with average feedback of 3.6 out of 4.
- Conducted Business Excellence Assessment of Godrej Infotech Limited in Sept/Oct 2018 as a consultancy Assignment.
- Published Eight papers in the last 6 months (2 In “A” ranked Journal, 2 in “B” ranked Journals and the rest in the Scopus Indexed journals and journal of Management Education.
- Offered Consultancy to companies like BEL, TVS Motors, L3 Technologies, Godrej & Boyce

### **06 Apr 2015 – 05 Apr 2018 IIM Indore**

- Professor of Practice (Information Systems)
- Chairperson Industry Interface from May 2015 to Oct 2017
- Chairperson Management Development Programs Apr 2016 - Apr 2017
- Extensively Contributed to Teaching, Research and Institution Building.
- Increased Revenues from MDPs from 8 Cr to 16 Cr in one year.
- Initiated Industry Interface and grown it gigantic levels in 3years
- Published 6 Papers in international journals, presented papers at 4 International conferences.

### **Oct 2014 – 31 Mar 2015 XIME, Bangalore**

- Professor and Dean (Development)
- Taught two subjects Quantitative Techniques and Contemporary Business Environment to the PGDM Students.
- Conducted Four MDPs.

### **2004-Till 30 Sep 14 Tata Consultancy Services**

- Global Programme Director (Business Excellence) for 2 years- Responsible for Training, Coaching and Practice and Assessment of Business Excellence in TCS and Tata Group Companies
- Head Domestic Delivery (South) for 3 years -Responsible for Programme Management, Pre-sales, Client Management, People Management, Projects
- Group Leader - Domestic & Government Projects for 2 years - Responsible for Project Management, People Management and Overall Administration of Domestic & Government Projects
- Global Head - Embedded Operations for 2 Years -Responsible for all Deliveries, Operations and Overall Administration of about 200 IT Engineers

### **2003-2004 Quasar Innovations Pvt Ltd, Bangalore**

Vice President (Business Development & Operations) - Responsible for Business Development, Project Management and Overall Administration

1979 - 2003 Government of India - Defence & DRDO - Handled several projects of National Importance, won several medals and awards

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### Appendix "A" Teaching

#### At PUMBA, Pune (As visiting Professor)

Subject Taught – Production & Operations Management, Quantitative Techniques, Operations Research

Programmes taught : MBA 1 st & 2<sup>nd</sup> Year

No. of Sessions : Approx 162

Average Feedback : 7 out of 10

#### At IIM Indore (As Professor)

- Subjects Taught in Regular Programs: Industry Interface Program, IT Project Management, Agile Project Management, Business Diagnostics, Entrepreneurship Orientation, Information Systems for Managers
- Programmes Taught : PGP 1 & 2, EPGP, GMPE, FPM
- No. of Sessions: 460 (of 75 Mts Duration each)
- Average Feedback : 8.0
- Subjects Taught in Executive Programs: Business Excellence, Strategy, IT Program Management, Innovation Management, Design Thinking, IT Strategy, Apex Level programmes for BoD of Ordinance Factory Board, BEL covering all aspects high level management & strategy
- Average Feedback in Executive Programmes; 9.0

#### Preparation of teaching materials & Games

Sl. No	Particulars	Date of registration, Institution where regd./ used
1	Flying Aero plane Game for Agile Methodologies	Used for EPGP/PGP 2 Agile Class, No registration process available at IIM
2	Jigsaw Puzzle for Product Backlog Preparation	Used for EPGP/PGP 2 Agile Class, No registration process available at IIM
3	Resource Loading Game for Software Project Management	Used for EPGP/PGP 2 SWPM Class, No registration process available at IIM

#### At XIME Bangalore (2014-15 and 2018-19 (As Professor)

- Subjects Taught : Decision Information Systems, Contemporary Business Environment, Project Management, IT Programme Management, Presentation Skills
- Programmes Taught: PGDM 1<sup>st</sup> & 2<sup>nd</sup> Years,
- No of Sessions: Approx 240 sessions of 70 mts duration each
- Average Feedback: 7.5

**Appendix “B”**  
**Research Contributions**

**Research Activities contributed by self**

<b>Paper presented in a International Conference</b>						
<b>S. No</b>	<b>Author Name(s)</b>	<b>Title of Paper</b>	<b>Title of Conference</b>	<b>Organizer Institution</b>	<b>Conference Dates</b>	<b>Location</b>
1	Prof NM Bhatta Prof Keyur Thaker	Implementing Financial Inclusion: A case Of State Bank of India	82nd International Atlantic Economic Conference	International Atlantic Economic Society	13-16 Oct 2016	Washington DC
2	Prof Sneha Thapliyal Prof NM Bhatta	Stakeholder Model for Sustainability Reporting for Banks	11th Annual London Business Conference	World Business Institute Australia	25-26 July 2016	London
3	Prof NM Bhatta Prof S Bhavanishankar & Mr N Muthu	Economics of Going Green	84th International Atlantic Economic Conference	International Atlantic Economic Society	5-18 Oct 2017	Montreal
4	Prof NM Bhatta	Innovation in State Owned Enterprises	IIBG Conference, Hong Kong	HK Open University	13-15 Dec 2017	Hong Kong
<b>Paper presented in a National Conference</b>						
5	Prof Bhavanishankar Prof NMK Bhatta	GreenCo: Enabling Indian Companies Go Green	National Green Conference	CII	16-17 June 2016	Hyderabad
6	Prof N M K Bhatta and Mini Sherino	A Vote-Face in the Trajectory of Skill India Movement- An analysis of the Renewed Path in the IT/ITES	Virtual Jaipuria international Management Conference (JIMC-2020)- "Envisioning	Jaipuria Institute of Management	July 17-18,2020	Jaipur

		Sector in Bangalore	Business-2030			
7	Prof N M K Bhatta and Mini Sherino	A Renewed Path for Skilling in IT/ITeS Sector for Transition to the New Normal	16th Doctoral Research Conference in Management, ANVESH 2020	IMN, Nirma University	26 Nov 2020	Ahmedabad
Publication in Journal Category "A", 'B', Harvard & Others						
Sl. No.	Author Name(s) (with Corresp Author name in bold)	Title of Publication	Name of Journal	Publisher	Year of Publication/	Vol. & No.
1	<b>Prof Srikant Datar, Prof Rishiksha T Krishnan, Prof NM Bhatta, Rachna Tahiliani</b>	Revitalisation of State Bank of India	Harvard Business School	Harvard Business Publishing	01-05-2016	HBC/9-116-043
2	Prof NMK Bhatta, Prof S Bhavanishankar	GODREJ APPLIANCES : ENHANCING VALUE AND BRAND IMAGE	Journal of International Business Education	Nielson Journals	17-02-2016	Volume 11: 2016
3	Prof NMK Bhatta	Revitalisation of SRF Indore Plant	Case Center IIM Indore	IIM Indore	10-12-2017	IIMI/Case Center/GM/01/17-18
4	Prof Kajari & Prof Bhatta	Bridging Urban Rural Divide: SBI Youth for India Model	Journal of International Business Education	Nielson Journals	Published in Aug 2018	
5	Prof NMK Bhatta	Innovation in State Owned Enterprises	Journal of Strategic Innovation & Sustainability	North American Business Press	Published in Sep 2018	Vol (13(2) 2018
6	Prof Harshal Lowalekar, Prof NMK Bhatta & Mr Kartik Modi	Revolutionizing Supply Chain Management the Theory of Constraints way: A Case Study	International Journal of Production Research	Taylor & Francis	Published in Sep 2018	ISSN:0020-7543

6	Prof NMK Bhatta, Prof S Bhavanishankar Prof Sabita Mahapatra	Revitalisation Of Godrej Appliances	JIBE	Nielson Journals	17-Dec	Volume 12: 2017
7	Prof NMK Bhatta	Digitization in Banks in Developing Economies: Opportunity & Challenges	Journal of Management Education, XIME	XIME	Vo 3, 2018	Published in 2018
8	Prof. NMK Bhatta	International Banking: SBI Osaka Experience	Journal of International Business Education	Nielson Journals	Jan 2019	
9	Dr. N.M.K. Bhatta & Dr. Deepak Chandrashekar	Do Green Initiatives Make Business Sense? The Indian Case	International Journal of Innovation and Technology Management	World Scientific	25-Jun-20	vol. 17, issue 03, 1-24
10	Prof. NMK Bhatta & Prof. Sabita Mahapatra	Channel Management: A case of Godrej Appliances Division	Economic Times Case Centre	Economic Times	Apr 2019	MKTG-1-0078A

**Review of paper for journals**

Sl.No.	Title of the paper reviewed	Name of the Journal	Name of Publisher	
1	Ocean Waves Boat Builders: A Need to Define Growth Strategy	Emerald Emerging Markets Case Studies	EEMCS-08- 2016-0168	02-10-2016
2	Mobile Telephone Company in Financial Crisis	Emerald Emerging Markets Case Studies	EEMCS-06- 2017-0134	01-06-2017
3	Keggfarms Pvt. Ltd: A Social Enterprise and a Way of Life	Emerald Emerging Markets Case Studies	EEMCS-3- 2017-32	01-04-2017
4	Resonance Phosphate Limited (RPL): Resonating Strings Of Sales Organisation Structure For Synergistic Flows	Journal of Organizational Behavior	JOBE0717-1	12-10-2017

		Education (JOBE)		
5	“Gearing up for growth & Sustainability: A Case study on iD Fresh Food.”	Emerald Business Publications	EEMCS-03-2018-0037	17-05-2018
6	Odisha Treasury Management System: A Case of Sustainability	Journal of International Business Education	JIBE0317-8	30-10-2018

#### Book Chapters authored

Sl. No.	Chapter Name	Editor	Book Name	Publisher	Date
1	Ch. 3: Systems Development Life Cycle & IT Project Management	Associate Professor Mohan Thite, Griffith University, Australia	E-HRM: Leveraging Digital Technology to Transform HRM	Routledge, Taylor & Francis Group, UK	Jun-18
2	Ch. 4: Agile Methodology Approach to e-HRM	Associate Professor Mohan Thite, Griffith University, Australia	E-HRM: Leveraging Digital Technology to Transform HRM	Routledge, Taylor & Francis Group, UK	Jun-18

#### Case studies in Compendium of Teaching Cases (XIME)

Sl.No	Case Study Name	Date
1	IT Resources Management-ABC Automobiles: The CIO's Dilemma	2020
2	Strategy in Action - Sehatswad Masalas	2020
3	Strategy Formulation - Dosa Wars-MTR in New Delhi	2020
4	Central Data Science Laboratory - A case on Design Thinking	2020
5	ABC Bearings - Strategic Leadership	2018
6	Value of Business or Business of Values Thanjavur Consultancy Corporation	2018
7	Risk Analysis and Decision Making - Indian Aerospace Laboratories	2018
8	Agile Release Planning M/s Doodle Ltd	2018
9	Contextual Leadership Vs Content Leadership: The TATA Saga Agile Release Planning Case Study	2018
10	Project Management Case Study Talwani Aerospace Ltd: Defence Manufacture Project	2018
11	Digitization of Banking System in India: Opportunities and Challenges - An Indian Case	2017
12	Experiences of moving to Agile ILUSS Consultancy Services ILUSS Consultancy Services: Experiences of moving to Agile	2017
13	State Bank of India: Expanding Footprints for Rural Outreach1	2017



14	<i>Ethical Dilemma Thanjavur Consultancy Corporation</i>	<b>2017</b>
15	<i>ZEST Motors Passenger Car</i>	<b>2017</b>
16	<i>Stakeholder Analysis M&amp;T Limited</i>	<b>2017</b>

**Contribution as Dean (Research) XIME, Bangalore**

- Revitalised the Ph.D. Program by getting 5 extra Guide ships and starting a fresh batch of Ph.D. admissions.
- Facilitated a Research Eco System in the Institute by starting, Research Centre, Research Hour, Research Colloquium and Research Circles for the Students.
- **These efforts resulted in publication of 44 Research items in various International/National/UGC approved Journals and 88 research items in other rated journals from 2018-2021 as against 12 in the 2017-18 by XIME faculty and Students.**

**Appendix “C”**  
**INSTITUTION BUILDING**

**Consultancy**

a) Number of consulting assignments undertaken in the last 3 years

Name of the company	Title	MM/YYYY of commencement	Days
SRF	Organisational Transformation of Indore Plant	Oct-15	2 days
SBI	Sustainability Report	Nov-15	8 days
SBI	Business Excellence	Jul-16	2 days
SRF	-do-	8/2016,11/2016	4 days
KPIT	Interactive Workshop with Senior Leaders on 100X100 Initiative	Jan-18	5 Days
Godrej Information Technology Ltd	Assessment for Business Excellence	Sept 2018	6 Days
Bharat Electronics Limited	Conducting the Strategy Meet for Board and Top Leadership	Oct 2018	2.25 days
TVS Motors	Innovation Coaching	6th & 7th Feb 2020	2 days
L3 Technologies	Coaching of Senior Leaders Business Excellence and Strategy	21 <sup>st</sup> & 22 <sup>nd</sup> Oct 2019	2 days
Bharat Electronics Limited	Design Thinking & Innovation for PDIC Engineers	11th - 12th June 2019	2 days

**Management Development Programmes**

- Number of MDPs Designed and conducted in last 3 years =16
- Average duration each MDP – 3 Days
- Number of participants= Approx 400
- Total No. Of Sessions taken (open+Incompany) – 300
- Programmes floated for senior/top level executives - All programs designed and delivered were for CXO level
- Average Feedback from participants + 9.0
- Approx Value in Rupees = 30 Lacs

## **Contribution towards Institute Industry Relationship Building at IIM Indore**

### IIP Redesign:

- First task assigned to me was redesign of the Industry Visit Course for PGP. Extensive discussions were held with Faculty, Industry Leaders and Student community on their expectations from this course.
- Course was completely re-designed, theory classes added,, Students formed into groups of 5-6, each group allocated to an Industry for familiarization and delivering a small project.
- Course has now been successfully delivered over the last 3 years, 85 projects delivered in 2015-16, 95 in 2016-17 and 104 in 17-18.
- Feedback obtained from all stakeholders every year and the course has been revamped as per the suggestions received.
- Today our teams are associated with all major Industries in and around Indore and the program has been widely appreciated by students, Faculty and Industry in their feedback.

### Institute Faculty and Industry Connect

- The second task taken up was to increase the connect of our Faculty with Industries across India.
- First step was to take interested Faculty Members to Industries:
  - 4 faculty members to SBI (resulted in 3 cases already Published and 4 more under R&R),
  - 3 Faculty Members to Godrej Industries (Resulted in 2 cases already published one more under R&R and one paper under review in A\* journal,
  - 4 Faculty members to BHEL ( resulted in one paper under Review in A journal and two cases awaiting release permission),
  - 3 Faculty members to SRF (Resulted in one case Published).
  - 1 Faculty member to Green Business Center, Hyderabad (resulted in one paper at an International Conference and now under Review)2<sup>nd</sup> step was to involve our Faculty in expert talks to Industries.
  - 12 Expert talks delivered by Faculty members over the last 2 years.
  - 4 more talks were delivered by Faculty members in the Industry areas
    - Prof Srinivas Gunta in Jain Industry Association,
    - Prof Kajari Mukherjee in Dewas Industry Association,
    - Prof Manoj Motiani in Pithampur Industry Association and
    - Prof Harshal Lowalekar on specialist Industries of all 3 areas on TOC)

### **Industry Interface Office**

- A formal Industry Interface Office was set up by me in March 2016.
- An Advisory Council consisting of 12 Industry Leaders (Chairmen/CEOs of Indore based Companies) set up which frequently met and guided the Industry Interface.
- Arranged Guest speakers and sponsorships for all major events in the Institute (NASME, ISIS, ZOI, Utsaha etc.)
- Conducted 3 Industry Meets over the last 3 years
  - Industry Meet 2015 – 110 Industrialists participated.
  - Thank you Meet 2016- 68 Industrialists participated
  - Industry Meet 2017 – 154 Industrialists participated.
- Spearheaded the activities to increase visibility of the Institute in the Industry
- Facilitated 8 Expert talks by Faculty members with total attendance of 195 Industry personnel.
- Facilitated an extensive Visibility in Print and Social Media for our Industry Interface activities.
- Conducted a special Industry event for Students “Connect with CEOs” along with CII in Aug 2017.
- Conducted a Program on “Innovation and Leadership” along with CII where 60 Industry Leaders across India Participated.

### **Innovation Training for the Industry**

- As a 3<sup>rd</sup> step, tied up with GIZ and Steinbeis and designed a 7 day program on Innovation Management for Industries.
- Included 5 days of classroom sessions and 2 days of finishing school where the participants took up an innovation Project in their respective Industries and presented their experiences.
- 2 Programs were Successfully conducted with approx. 20 participants in each program.
- Presently working on developing a tool for Innovation Maturity Measurement along with 3 more Faculty members.
- Also Conducted a workshop on Innovation Leadership in collaboration with CII, where 60 Industrialists participated.

### **Business Excellence Assessments**

Voluntarily undertook Business Excellence Assessment of the following Large Organisations through CII

1. 2015-16 – Kirloskar Oil Engines
2. 2016-17 – GE Healthcare
3. 2018-19 – Godrej Info Tech Ltd

### **Mentoring students of consulting clubs**

Guided the students on paid Consulting Projects. Also got them 2 projects from Industry


### **Contribution as Chairman Executive Education, IIM Indore**

- Successful in shifting the focus of our MDPs from Government owned organisations to private enterprises.
- Converted 5 big enterprises as the permanent customers.
- Successful in doubling the MDP revenue from 8 Cr to 16 Cr, which was the not only the highest in the history of IIM Indore, but also the third highest among all IIMs next only to IIMA and IIMB.
- Created a pipeline of another 18 Crores for the year 2017-18, while handing over the charge to the next incumbent.
- Introduced a new One year weekend Program (GMPE) for working Executive in and around Indore.
- Created a NCNC model for marketing of Open MDP on experimental basis which has now been contracted on permanent basis.

**Appendix "D"**  
**Testimonials from Heads of PUMBA, IIMI & XIME**

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**1. PUMBA**



**UNIVERSITY OF PUNE**  
**DEPARTMENT OF MANAGEMENT SCIENCES (PUMBA)**  
Ganeshkhind, Pune-411007.  
Phone : (Office) 020-25693380, 25690545  
Fax : (Office) 020-25693380 Ext. 55  
Website : www.pumba.in

Ref. No. DMS/ 52/0 Date : 21/9/2014

**TO WHOMSOEVER IT MAY CONCERN**


**EXPERIENCE CERTIFICATE**

This is to certify that Dr. Narasimha Murty Kalanatha Bhatta had been involved as a visiting Faculty in MBA Department (PUMBA) of University of Pune from the year 1986-1988 and taught the MBA students of the University.

During this period Dr. Bhatta taught the following subject to the 1<sup>st</sup> and 2<sup>nd</sup> year MBA students.

1. Production and Operations Management
2. Quantitative techniques for Managerial Decision making
3. Operations Research Part 1 and 2

This certificate is issued as per his request for the purpose of records only.



Dr. B.V. Sangvikar  
Professor & Head  
Department of management Sciences (PUMBA)  
Savitribai Phule Pune University  
Pune - 411007.

## 2. IIM Indore



### भारतीय प्रबंध संस्थान इन्दौर

प्रबंध शिखर, राज-पीथम्पुर रोड, इन्दौर - 453 556 (म.प्र.), भारत

**INDIAN INSTITUTE OF MANAGEMENT INDORE**

Prabandh Shikhar, Rau-Pithampur Road, Indore - 453 556 (M.P.), India

प्रो. रश्मिकेश टी. कुशान

निदेशक

Prof. Rishikesh T. Krishnan  
Director

May 9, 2018

#### TO WHOMSOEVER IT MAY CONCERN

Dr. NMK Bhatta was a Professor of Practice at the Indian Institute of Management (IIM) Indore for a 3 year term from 2015 to 2018. During this period he taught extensively in both long-term academic and executive programmes. Among the subjects he taught were IT Project Management, Agile Methodologies and Software Project Management. He obtained very good feedback scores from participants across programmes.

In addition to teaching, Dr. Bhatta was active in Research and Case writing. He presented 3 papers at International Conferences, wrote 2 Book chapters and 2 cases - one of which is today registered with Harvard Business School.

Dr. Bhatta's most significant contribution to IIM Indore was in creating the Industry Interface Office.

Under his stewardship, the Industry Interface Programme for first year PGP students was completely revamped. A unique classroom module for this course centred on the Business Excellence framework was developed by Dr. Bhatta

Over 280 projects were obtained from Industry. 3 successful Industry meets were held. Dr. Bhatta also connected several faculty to industrial opportunities.

Dr. Bhatta was also the Chairman of Management Development Programmes (MDPs) for a year. During his tenure, a new General Management Programme for Executives (GMPE) was launched to meet the needs of the local industry in Indore.

I wish Dr. Bhatta well in all his future endeavours.

Rishikesh T. Krishnan  
Director

### 3. XIME



XAVIER INSTITUTE OF MANAGEMENT & ENTREPRENEURSHIP

Electronics City, Phase - II, Hosur Road, Bangalore - 560 100

Tel : 080-28528477 / 28528597 / 598 / 732 Fax : (080) 28528733, 28520809

E-mail : xime@xime.org Website : www.xime.org

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May 26, 2015

**Dr. NMK Bhatta**  
Professor, IIM-Indore

Dear Dr. Bhatta:

I want to thank you for being with us in the faculty for about 6 months starting mid-October, 2014. Sorry it was a short tenure. However, it was indeed a very productive tenure. I was particularly happy to see in that short period, you have done four MDPs, in addition to your normal teaching load. Both in teaching and training you proved to be a person of competence and commitment.

I was sorry to see you leaving the services of the Institute; but, of course, we cannot match an IIM, yet.

All good wishes for a successful academic career.

Yours sincerely,

  
Prof. J. Philip  
President

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