

B-School Megabrand

Founded in 1908, Harvard Business School innovated the case study method of research and teaching - now widely used by B-schools - in 1920. It's routinely ranked among the top 10 business schools globally, but ratings don't really do justice to its impressive brand equity, which ensures its graduates get a 'Harvard premium' on salaries - and to which indirect tribute was paid by the bestseller, 'What they don't teach you at Harvard Business School'



George W Bush
(MBA-1973)
President of United States (2000-2008)



Michael Bloomberg
(MBA-1966)
Current Mayor of New York City, founder & 88% owner of Bloomberg LP

Meg Whitman
(MBA-1979)
President and CEO of eBay (March 1998 to March 2008), Republican candidate for Governor of California in November 2010 polls



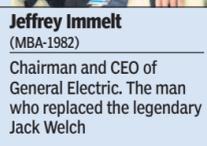
Rick Wagoner
(MBA-1977)
Chairman & CEO of General Motors from 1998 to 2009

Robert S McNamara
(MBA-39)
First president of Ford from outside the family of Henry Ford (1960), US Secretary of Defence from 1961 to 1968 & president of the World Bank from 1968 to 1981

James Wolfensohn
(MBA-1959)
President of World Bank (July 1995 to June 2005)



Jamie Dimon
(MBA-1982)
CEO and chairman of JPMorgan Chase & Co



Lewis Paul Bremer
(MBA-1966)
US Administrator of Iraq charged with overseeing the reconstruction of the country from May 11, 2003 to June 28, 2004



Ajit Jain
(MBA-1978)
Currently heads several reinsurance businesses for Berkshire Hathaway and is likely to be as Warren Buffet's possible successor



Henry M Paulson Jr
(MBA-1970)
United States' treasury secretary from July '06 to Jan '09. Previously chairman & CEO of Goldman Sachs



Sir Martin Sorrell
(MBA-1968)
CEO of WPP Group, the world's largest communications services group



Anand Mahindra
(MBA-1981)
Vice-chairman and managing director of Mahindra and Mahindra Ltd



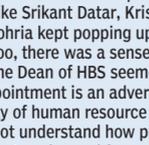
Ratan Tata
(ADVANCED MANAGEMENT PROGRAMME - 1971)
Chairman, Tata Group



Rahul Bajaj
(MBA-1964)
Chairman of Bajaj Auto



C K Prahalad
(DBA-1975)
Globally known management guru, author of bestseller 'The Fortune at the Bottom of the Pyramid: Eradicating Poverty Through Profit ('04)'



P Chidambaram
(MBA-1968)
Union cabinet minister for home affairs & former finance minister. Lok Sabha MP for 7 terms



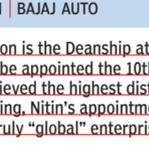
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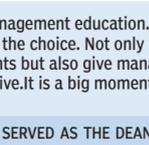
Ajay Piramal | CHAIRMAN | PIRAMAL HEALTHCARE



K V Kamath | CHAIRMAN | ICICI



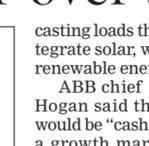
Rahul Bajaj | CHAIRMAN | BAJAJ AUTO



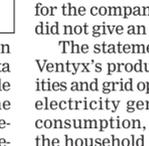
Dr Dipak C Jain | WHO SERVED AS THE DEAN OF KELLOGG SCHOOL OF MANAGEMENT BETWEEN 2001-2009



Venu Srinivasan | CMD | TVS



Vijay Govindarajan | FOUNDING DIRECTOR | CENTRE FOR GLOBAL LEADERSHIP AT THE TUCK SCHOOL OF BUSINESS AT DARTMOUTH COLLEGE



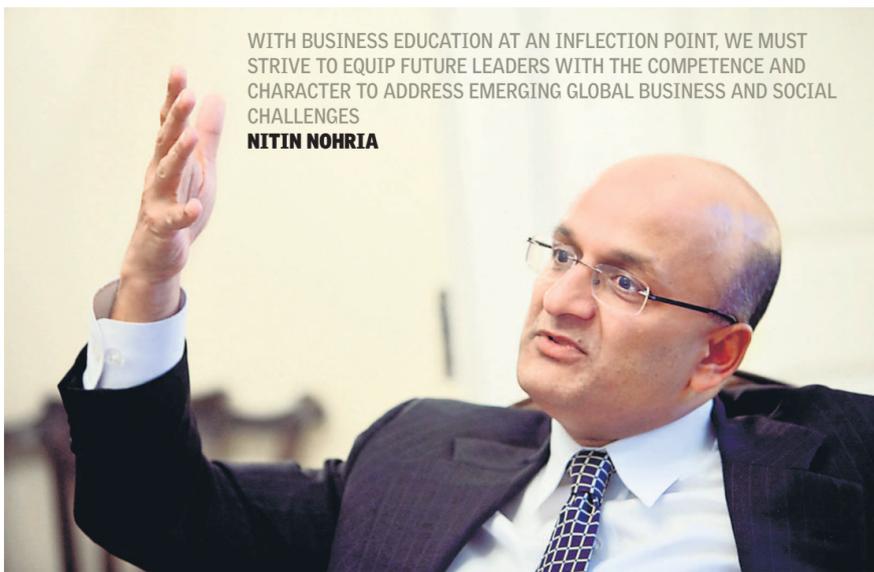
IIT taught him to think out of box

Hemal Chhappia & Amrita Ghaswalla | TNN

After spending four years on the verdant Powai campus of IIT-Bombay, 21-year-old Nitin Nohria surely knew one thing: "I did not want to be a chemical engineer. That is the most important thing I learned in IIT." But when he came to receive his distinguished alumnus award in 2007, he told the institute director Ashok Misra that it was here that he learnt to think out of the box. The year 1984 was when this young chemical engineer walked out of his dull whitewashed room, his was the time when hostel life had seen some luxurious additions - ceiling fans had just been installed and students were charged Rs 20 a month for that comfort.

Nohria was a popular name during those years; he was on several student committees, recalled Shanta Sreeraman, a staff member who has been with the institute for over three decades. Young Nohria spent time mixing chemicals and his teacher Arvind Kuchadkar would watch him and tell himself that the young lad was cut out for management. "His interest was not limited to engineering. I could see his leaning towards a variety of subjects including humanities and management."

In fact, Kuchadkar who has been in touch with his student believes, "Nitin will bring freshness to Harvard because of all that he has



WITH BUSINESS EDUCATION AT AN INFLECTION POINT, WE MUST STRIVE TO EQUIP FUTURE LEADERS WITH THE COMPETENCE AND CHARACTER TO ADDRESS EMERGING GLOBAL BUSINESS AND SOCIAL CHALLENGES

NITIN NOHRIA

picked up while carving his niche in management with ethics." Son of K K Nohria, former chairman of Crompton Greaves, did go on to study management at the Sloan School of Business at MIT.

Later he went on to become the youngest professor when he went to Harvard in 1988, and now, the youngest dean. Nohria, said KP Mad-

havan, his former faculty at IIT-B, who used to see him play football, he has only upped the bar for himself. Nohria's book - Master Passions - his former teachers says, reflects a kind of truth few human beings want to even acknowledge. The book, co-authored with a faculty from the Toronto University, gets under the skin of human beings - it delves

into the rational explanation of every action and reveals that there "often lies a willingness to hurt or even destroy others to fuel our own ambitions or quench the fires of envy".

A student who did not make it to the IIT in the first round, Nohria has not shied away from taking the tough road. Or for that matter, ask harsh questions. "Why is there a discon-

How HBS selects its dean

There is an advisory committee of the business school that Drew Faust, the Harvard University president, consults. The committee takes a view of probable candidates who could become the dean of the business school. Over several months, Faust consulted the 15-member advisory committee that consisted of 12 faculty members from the B-School itself and three professors from other schools within the University.

They met almost every week. The Harvard president also sought advice from other members of the Business School community for selecting the dean.

Nohria will succeed Jay Light, who in December 2009 announced his retirement at the end of the 2009-10 academic year. Light served as HBS dean for five years and spent four decades as HBS faculty member. TNN

nect between mission and everyday practice?" he asks in his work 'Handbook of Leadership Theory and Practice' As the new HBS head, he'll probably bridge those two points, and that's why his former teacher S L Narayanamurthy believes he'll live up to the HBS's formal mission statement: "to educate leaders who make a difference in the world."

INDIAN MANAGEMENT GURUS

Nitin Nohria's appointment as dean of Harvard Business School reflects the growing predominance of Indian gurus in academics, especially management and economics. TOI presents some of the world's best known Indian-origin gurus

C K PRAHALAD

The godfather of them all. Prahalad, who died recently, wrote the bestseller Fortune at the Bottom of the Pyramid, and along with Gary Hamel, coined the term 'core competence' in an article written in 1990

AMARTYA SEN

Nobel laureate Amartya Sen is globally known for his work on welfare economics. At present he is professor of economics and philosophy at Harvard University. He is also a fellow of Trinity College at the University of Cambridge, where he was Master from 1998 to 2004 - the first Indian academic to head an Oxbridge college

VIJAY GOVINDARAJAN

Widely regarded as one of the world's leading experts on strategy and innovation, he is founding director of the Centre for Global Leadership at the Tuck School of Business at Dartmouth College. Govindarajan received his doctorate and his MBA with distinction from the Harvard Business School. Recently he took a leave from Tuck and joined GE as Professor in Residence and Chief Innovation Consultant for one year

RAM CHARAN

One of the world's most popular business advisors, Ram Charan has done his MBA and PhD from HBS. Before becoming a full-time consultant in 1978, he taught at the Harvard Business School, the Kellogg School of Management, and Boston University. He has co-authored the best seller 'Know How and Execution'

NIRMALYA KUMAR

Professor of marketing at London Business School, Kumar has also worked as a horse handicapper and as a DJ which he finds similar to his current work. Formerly professor of Marketing at International Institute for Management Development, Switzerland and visiting professor at Harvard Business School and Northwestern University, Kumar has been the consultant, coach and seminar leader to over 50 Fortune 500 companies

BALA BALACHANDRAN

Educated at Annamalai and Carnegie Mellon University, Professor Balachandran has been teaching at Kellogg School of Management since 1973. One of three Kellogg faculty members who started the Information Resource Management Programme (IRM), Balachandran's research deals with performance evaluation, cost management, audit planning, allocation models, and forecasting

DIPAK C JAIN

Before Nitin Nohria, Dipak Jain held the distinction of being the dean of one of the world's best business schools. Having served as dean of the Kellogg School from 2001-2009, he is presently teaching Entrepreneurial Studies and Marketing at the Kellogg School of Management, where he has been a member of the faculty since 1987

TARUN KHANNA

Known for his book 'Billions of Entrepreneurs: How China and India Are Reshaping Their Futures and Yours', Tarun Khanna studied at Princeton and Harvard. Known as an expert on emerging markets, he currently teaches in Harvard's executive education programmes and is faculty chair for HBS activities in India

MOHANBIR SAWHNEY

Globally recognized scholar and consultant in strategic marketing, Prof. Sawhney is widely recognized for his research in e-business. A fellow of the World Economic Forum, he is also the alumni of Wharton School, IIM, Calcutta and IIT, Delhi

It's proudest moment of my life: Nitin's dad

Shubham Mukherjee | TNN

Mumbai: Kewal Nohria, former chairman of Crompton Greaves and father of Nitin Nohria, who has been appointed as dean of the prestigious Harvard Business School, is happy that his return to India from the US got postponed due to the volcanic eruptions in Iceland, which disrupted flights all over Europe and the Americas recently. It's another thing that the family knew about the rumours surrounding the appointment of his son in the hallowed precincts of Harvard, and Nohria admitted candidly that the second reason had also played a part in the postponement of his and his wife's trip back to Mumbai.

When TOI caught up with Nohria in Boston, the proud father could not hide his joy over his son's appointment. "The family is overwhelmed. It was a dream come true and the proudest moment of my life," he told TOI over the phone. Every father wants the son to do better than him and Nohria feels that though he himself had done quite well as a professional, Nitin had done better for himself.

As for the celebrations, they are happening on Saturday when Nitin's sister, their friends and some from the faculty join in for a party at Nitin's residence in Boston. So what did he want Nitin to do when he grew up... what was his advice? "My advice was to pick up whatever profession he wanted as long as he reached the top. He was studying at the Sloan School in the US back then and had taken up finance. He then came up to me

and said he wanted to change and study organisational behaviour, to which I asked why and was satisfied at what he had to say.. I'm glad it proved to be the right choice," Nohria gushed.

Nitin's preference towards teaching became apparent around 1987-88 when Nohria was the chairman of Crompton Greaves. "He had just finished his PhD from Sloan then and was visiting us. I wanted him to be an entrepreneur and had lined up a JV with a company for him. It was all set when he asked me... do you mind if I teach? I said do what makes you happy." Nitin joined Harvard immediately after and the rest as they say is history.

So what were the intellectual thoughts that shaped Nitin's career as a professional. Nohria is quite direct. "Though Nitin's initial thoughts were guided by his father's, the thoughts that shaped his career later included education as a tool to serve society and ethical business."

Since both are professionals in their own right but Nitin more of a teacher, it was difficult not to ask this one. Has he learnt anything from him professionally? Nohria does not ward it off and described in great length the exchanges they often had on the latest management thoughts. "I got a clearer understanding of the role of leadership and the role of human capital in a business and that has often helped me when I sat on the boards of various companies."

As to his advice to Nitin, Nohria says that he has asked his son to be his real self and show humility.

EU tries to calm market fears over debt crisis

Brussels: The European Commission on Wednesday said an EU bailout for debt-laden Greece would help stop the crisis spreading to other European countries because the Greek case is "unique." Presenting a small upward revision to this year's growth forecast for Europe, EU Commissioner Olli Rehn said the market's fear that Spain and Portugal would be enveloped in the crisis is "overshooting."

"I want to underline that Greece is a unique and particular case in the EU" because of its heavy debt level and because it "cheated" on its statistics for years, he said. Containing the Greek crisis is crucial for the economies of all of Europe, he said. "In order to safeguard the economic recovery which is still rather modest and somewhat fragile, it is absolutely essential to contain the bushfire in Greece so that it will not become a forest fire and a threat to financial stability for the European union and its economy as a whole."

He denied that any rescue plans were being prepared for Spain. "We are not going to propose because there is no need to propose financial assistance," he said in a Brussels news conference.

Labour unions protested on the streets of Athens, rejecting spending cuts and higher taxes that would come with a euro110 billion (\$144 billion bailout) package for Greece from the European Union and International

Monetary Fund. Investors are worried Spain and Portugal may need even larger debt bailouts if their borrowing costs get out of control.

Europe's total government deficit has tripled since 2008 and is expected to peak this year at 7.2% of gross domestic product in the EU and 6.6% in the euro-zone, the EU said.

While Greece's deficit is not the highest in the EU, concerns about the government's ability to pay it back are higher because of its high debt level and weak economy.

Britain is set to have the highest deficit in the EU at 12% of GDP this year. The Greek deficit is seen at 9.3% of GDP, compared to 9.8% in Spain, and 11.7% in Ireland. When they cre-

ated the euro, governments agreed not to let their deficits exceed 3%, but the rules were soon broken, even before the crisis.

In its scheduled spring forecasts, the EU executive said the 16-nation currency bloc's economy will grow by 0.9% in 2010, up somewhat from a November forecast of 0.7%, despite the crisis. Growth in the euro region will be dragged down, however, by the shrinking economies of Spain, Greece and Ireland. The full 27 nation European Union economy is expected to grow at a faster clip of 1%. Official data also showed retail sales in the eurozone were flat in March, disappointing market expectations for a small increase. AP

ABB buys US co for over \$1bn

Geneva: Swiss-Swedish engineering group ABB Ltd said on Wednesday it is acquiring US software firm Ventyx for more than \$1 billion in a bid to become a key player in energy management software and smart grids.

ABB said Ventyx, based in Atlanta, will become a single unit in its power systems division and provide energy management. A joint statement said Ventyx operates in more than 40 countries, with an emphasis on US and Europe. It employs 900 people and reported 2009 revenues of about \$250 million.

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ABB said the acquisition from San Francisco-based Vista Equity Partners would triple the market available to the company in energy management software, including fore-

casting loads that can help integrate solar, wind and other renewable energy.

ABB chief executive Joe Hogan said the acquisition would be "cash-generating: in a growth market. The purchase, subject to regulatory approval, is expected to be completed by the end of June, ABB said. It said it would pay for the company in cash, but did not give an exact amount.

The statement said one of Ventyx's products helps utilities and grid operators match electricity generation with consumption, even down to the household level. AP