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IMI Kolkata Holds the Third Annual Convocation

The third annual convocation of IMI Kolkata for the PGDM batch of 2013-15 took place in the presence of a grand gathering on September 9, 2015. Shri Jawhar Sircar, CEO, Prasar Bharati, Shri Sanjiv Goenka, Chairman, IMI-K Board of Governors, Dr. Bakul Dholakia, Director General of IMI, the Board of Governors of IMI, Prof. Ramesh Behl, Director, IMI Bhubaneswar, Dr. Arindam Banik, Director, IMI Kolkata, Dr. Tirthankar Nag, Dean (Academics), IMI Kolkata, dignitaries from public and private sector enterprises, parents of the graduating students, faculty and staff of IMI Kolkata were all present to grace the event. The inaugural session commenced with the lighting of the ceremonial lamp in reverence to knowledge as the greatest of all forms of wealth.

Presiding over the event, Shri Sanjiv Goenka stated that convocation implies the moment to step out to the real world, where ambitions can be pursued in a boundless manner. The digital world has condensed barriers, opened markets and opportunities. He put forth that conventional society paradigms should not restrict one's growth or dreams. He advised the students to pursue their dreams and passion relentlessly with sincerity.

Dr. Dholakia mentioned that we are in an era where technology is all pervasive. Globalization has brought about a radical change in the way business is conducted today. He stated that the characteristics that set a person distinctively apart from others in the corporate world are commitment, passion and a strong value system. He added that future belongs to those who can challenge themselves to dream about the impossible and make such dream a reality.

Dr. Banik, in the director's report, highlighted the key achievements of the Institute during the year 2014-15. IMI Kolkata is increasingly focusing on research and publications, internationalization with an East Asian focus on innovation, intrapreneurship and entrepreneurship in its quest to become a business school that is recognized globally for excellence in research and teaching programmes.

Shri Jawhar Sircar, the Chief Guest for the occasion, in his address, focused on a rather debatable topic on whether Kolkata is losing its charm as a knowledge centre. He stated that Kolkata emerged as a capital of literary thought, knowledge and vision during the 19th Century. While the rest of the country lay shackled in the chains of orthodoxy and backwardness, the city embraced western education with open arms and surged ahead in rational thinking. He recalled Raja Rammohan Roy, an elite scholar, who was acknowledged by the British for his knowledge and accomplishments. The declaration of Queen Victoria as the Empress of India in 1858 had strengthened the position of Bengal and Kolkata even more. The colleges in the city during the period stressed not only on western education but a passion to acquire knowledge from the Greek and Roman traditions as well. Thus it can be emphasized that such cultural renaissance in India began in Kolkata and thrived here for long. However in the late 1960s the decline became visible with the cataclysmic Naxalite movement and since then political controversies have rocked the state often. This in turn forced the researchers, students and teachers in Bengal to gradually move away from the state. Political hostility has been a major reason for lesser central and private investment taking place in Bengal. He concluded with the hope to find Kolkata regain its position as an attractive centre for thought and knowledge.

The event concluded with the award of degrees to the PGDM batch 2013-2015 by Shri Sanjiv Goenka while Shri Jawhar Sircar felicitated the best performers from the outgoing batch.

Does Chasing FIIs Result in Superior Returns ?

*Surendra Poddar**

Introduction

Does equity ownership holding pattern determine stock returns? Does level and change of promoter holding, domestic institutional investor (DII) holding, foreign institutional investor (FII) holding impact stock returns? If yes, how and why? These questions have interested and intrigued practitioners and academicians alike.

In this article, we focus on FII holdings, primarily because FII inflows over the last five years have resulted in an all-time high foreign ownership for Indian markets at 24% of the overall market cap of India. We analyze the impact of change in share holding pattern of foreign institutional investors (FIIs) on stock returns, possible explanations and its significance for investors.

The Analysis

We conducted an analysis of the stock returns of BSE 500 companies for the period 1st April 2015 to 30th June 2015, along with the quarterly change in FII holding of these companies.

The results of the analysis are presented in Table 1.

Table 1: Summary Statistic for FII Holding

Description	No. of Stocks	Average Return	Median Return	Top Quartile Average Returns
Increase In FII Holding	227	12.53%	6.34%	19.72%
Decrease in FII Holding	255	-0.48%	-1.81%	-4.43%

The number of companies in which FII holding increased during the period was 227 and the number of companies in which FII holding decreased during this period was 255.

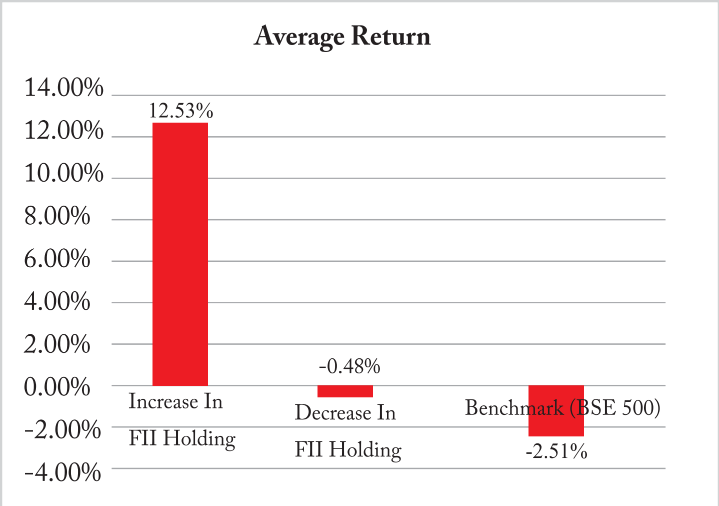
The average return of stocks in which the FII holding increased during this period was 12.53%. The median return of stocks in which FII holding increased during this period was 6.34%. In comparison, the average and the median return for stocks which witnessed a decline in FII holding during this period was -0.48% and -1.81% respectively. The average return for the top quartile companies for which FII holding increased was 19.72% and the average return for the top quartile companies for which FII holding decreased was -4.43%. The benchmark BSE 500 return during this period was -2.51% (Fig. 1).

Also from the distribution of stock returns (Fig. 2), it is evident that the number of stocks with positive returns is more in the group of stocks that had increase in FII holding compared to the stocks that had decrease in FII holding. In contrast, the number of stocks with negative returns is more for stocks in which FII holding decreased.

A zero investment strategy that is long in the portfolio of stocks with the largest increase in FII holding (top quartile) and short in the portfolio of stocks with largest decrease in FII holding (top quartile) would have earned a return of 13.01% during the quarter.

It appears that there is strong positive relationship between quarterly changes in FII ownership and same quarter returns.

Figure1: Portfolio Returns



Explanation

There are many possible explanations given by researchers to explain the higher abnormal return by stocks having higher FII stake, including institutional herding, better stock selection by FIIs, information asymmetry etc. We explore a few of them.

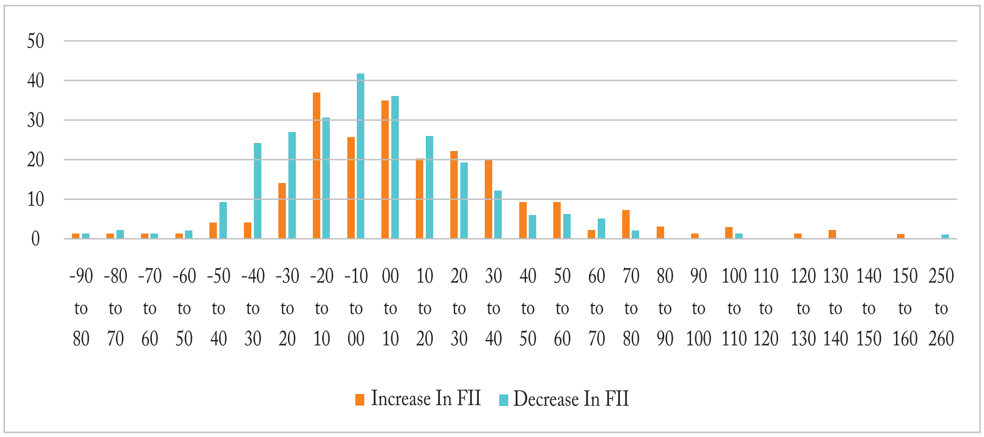
Nofsinger and Sias (1999) argue that the positive relationship between FII stake and stock returns is because of herding and feedback strategies followed by institutional investors more than that followed by retail investors. They document "on average, the decile of stocks experiencing the largest increase in institutional ownership outperforms the decile experiencing the largest decrease by more than 31% per year".

Another explanation is offered by Bae, Yamada and Ito (2006) who studied the differences in trading behaviour of individual, domestic institutional and foreign institutional investors on the Tokyo Stock Exchange (TSE) to compare the result of their trade

*Assistant Professor, International Management Institute (IMI) Kolkata performance. They provide evidence that foreign investors have better market timing abilities than domestic investors. They also observe that foreign institutional investors gain significantly by trading against the Japanese domestic institutional investors.

Sias, Starks and Titman (2006) studied the relationship between stock returns and changes in ownership by institutional investors. They document a strong correlation between quarterly changes in institutional ownership and same quarter returns. They conclude that the correlation is primarily due to direct effect of institutional ownership changes and is a result of superior information of institutional investors compared to retail investors.

Figure 2: Distribution of Stock Returns



Huang and Shiu (1999) explain that stocks which have higher FII ownership have better corporate governance which results in better stock return performance. The reason could be that firms in which FIIs have higher stake are monitored more closely by FIIs and they are able to put better corporate governance mechanisms leading to higher stock returns.

Implications

FIIs as a group of shareholders have a significant impact on stock returns and investors should keep a track of the change in FII holding. Increase in FII holding of a stock could be interpreted as an indicator of increasing interest among FIIs, which could lead to positive abnormal returns, whereas decline in FII holding could signal lower or negative returns. However, it is prudent to mention that investors should also consider other factors (valuation, fundamentals, governance etc.) before investing in a stock. It is also important to mention that most studies have established only contemporaneous or short term relation between FII holdings and stock returns. There is limited research on the relationship between FII holdings and long term stock returns. So while this result may be of some value to traders, we are unsure about its relevance to long term investors.

Increase in FII holding of a stock could be interpreted as an indicator of increasing interest among FIIs, which could lead to positive abnormal returns, whereas decline in FII holding could signal lower or negative returns. However, it is prudent to mention that investors should also consider other factors (valuation, fundamentals, governance etc.) before investing in a stock.

Limitations

In this article, we have studied the relationship between change in FII holdings and stock returns. However, we are unsure whether absolute levels of FII holdings or change in FII holdings are more important in determining stock returns. It is quite possible that a marginal change in FII holdings is a more important determinant in predicting stock return for stocks where FII holding is nil or very low compared to stocks where FII holding is already high.

Another limitation of the study is that shareholding pattern of stocks are reported at quarterly intervals, while stock return data is available at higher frequency (eg daily, monthly) which limits the analysis and we cannot explore intra quarter relationship between stock returns and FII holdings.

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Financial Inclusion and its Delivery Models in India

*Paromita Dutta**

Poverty and exclusion continue to dominate socio-economic and political discourse in India for over the last six decades. In India, banks are playing a very critical role as mobilisers of savings and allocators of credit to production and investment. Inherently banking sector possess a tremendous potential regarding redistribution of wealth in the society but the number of people with access to the products and services offered by the banking system continues to be very limited even years after introduction of inclusive banking initiatives such as the nationalization of banks, creation of regional rural banks etc. Therefore, the importance of financial inclusion has become even more important in this period of crisis.

As defined by the Reserve Bank of India, Financial Inclusion is the "process of ensuring access to appropriate financial products and services needed by all sections of the society in general and vulnerable groups such as weaker sections and low income groups in particular, at an affordable cost in a fair and transparent manner by regulated, mainstream institutional players". Financial inclusion is considered to be a core objective of many developing nations. The main objective of inclusive finance is access at a reasonable cost of all households and enterprises to the range of financial services such as savings, short and long term credit, leasing and factoring, mortgages, insurance, pensions, local money transfers and international remittances. RBI considers financial inclusion and financial literacy as two pillars where financial inclusion acts on the supply side i.e. for creating access and financial literacy acts from the demand side i.e. creating a demand for the financial products and services.

> **The main objective of inclusive finance is access at a reasonable cost of all households and enterprises to the range of financial services such as savings, short and long term credit, leasing and factoring, mortgages, insurance, pensions, local money transfers and international remittances.**

Financial inclusion has the ability to generate positive externalities by providing a platform for inculcating the habit of saving money, especially amongst the lower income groups and by increasing investment leading to higher economic growth. It also creates avenues of formal credit to the unbanked population who are otherwise dependent on informal channels of credit like family, friends and moneylenders at very high costs.

RBI's Policy Initiatives to Promote Financial Inclusion

In the first phase, banks were advised to draw up a roadmap for providing banking services in every village having a population of over 2,000 by March 2010. In the second phase, roadmap has been prepared for covering the remaining unbanked villages, i.e., with population less than 2,000 in a time bound manner. About 4, 90,000 unbanked villages with less than 2,000 population across the country have been identified and allotted to various banks. The idea behind allocating villages to banks was to ensure availability of at least one banking outlet in each village. (Chakrabarty, 2013). Various policy initiatives taken by RBI to promote financial inclusion are as follows:

- Branch Expansion in rural regions is encouraged. Branch authorisation has been relaxed and banks have been mandated to open at least 25% of their new branches in unbanked rural centres.
- Opening of no-frills accounts with nil or very low minimum balance as well as charges that make such accounts accessible to vast sections of the population.
- Banks have been advised to make use of technology to address the outreach and credit delivery in rural and remote areas in a viable manner.
- Engaging Business Correspondent (BC) to enhance presence of banking in rural areas. The magnitude of financial inclusion problems highlighted certain stark cases such as villages having population exceeding 2,000 are not having banking facilities. In terms of geographical accessibility, there are on an average 3 branches per 100 square kilometres. In rural India the numbers are 3 or 3.5 branches per 1,00,000 people (Gangopadhyay, 2009 and Planning Commission, 2010). A visit to a bank by the poor means huge amount of travel, expenses and loss of a day's wages. This problem can be eradicated by employing Business Correspondents (BCs), who would reduce the costs of banking transactions by coming to the doorsteps of rural households on

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regular basis. The list of BCs now also includes kirana shops, petrol pumps, SHGs etc. Banks are advised to leverage Information and Communication Based Technology through BCs to transfer social benefits electronically to the bank account of the beneficiary and deliver government benefits by reducing the dependence on cash and by lowering cash transactions.

- Relaxed Know Your Customer (KYC) norms have been put in place so that small accounts can be opened with self-certification in presence of bank officials.
- Banks have introduced a general purpose credit card facility up to ₹25,000 at the rural and semi urban branches and Kisan Credit Card (KCC) facility where processing charges are waived for KCC limit up to ₹3 lakhs.
- Apart from the banks, the role of Micro Finance Institutions (MFIs) cannot be ignored in reaching the unbanked poor population to reduce the disparities in terms of income and savings.

The progress made so far is presented in Table 1.

The Road Ahead

Most of the financial inclusion problems will be solved if the economy moves towards being cashless. Due to heavy increase in cost of printing, storing, transportation, distribution, security and processing cash, the need to move towards cashless payment economy should be considered. Towards this move, issues like current state of cashless economy in India, possible instruments to encourage cashless economy in India viz. prepaid card or mobile payment transactions and the role of information technology need to be considered.

MFIs can also be involved well in promoting cashless economy because of their spread and access to the financially excluded section (mainly in rural parts).

We live in an information era and the use of technology may bring transformation in the process. For example, government departments must have proper IT systems that maintain a list of beneficiaries for disbursing government benefits. The government departments should track the beneficiaries through proper identification instruments. Notification messages regarding cash transfers from customers account to BC account must be provided via SMS.

Therefore, it would be prudent to focus on institutions and instruments that promote financial inclusion. It's because of illiteracy that the financially excluded sections, especially those living in extreme remote areas, are far behind the basic banking formalities and under tremendous exploitation in the hands of Mahajans. There is no doubt that financial inclusion is bound to play a positive role for inclusive growth.

Table 1: Highlights on the Progress of Inclusive Measures

	2012-13	2013-14	2014-15
Banking outlets in villages	268454	383804	553713
Of which in branchless mode	227617	337678	504142
Urban locations covered through BCs	27143	60730	96847
Basic Savings Bank Deposit A/C through branches (No. in million)	100.8	126	210.3
Basic Savings Bank Deposit A/C through branches (Amount in ₹ billion)	164.7	273.3	365
Basic Savings Bank Deposit A/c through BCs (No. in million)	81.3	116.9	187.8
Basic Savings Bank Deposit through BCs (Amount in ₹ billion)	18.2	39	74.6
KCC (No. in million)	33.8	39.9	42.5
KCC (Amount in ₹ billion)	2623	3684.5	4382.3
General Credit Card (GCC) (No. in million)	3.6	7.4	9.2
GCC (Amount in ₹ billion)	76.3	1096.9	1301.6
ICT A/Cs- BC- Transaction - (No. in million) (During the year)	250.5	328.6	477
ICT A/Cs-BC- Transaction - (Amount in ₹ billion) (During the year)	233.9	524.4	859.8

Source: Annual Reports of Reserve Bank of India

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Shine in, or Shine out?

*Debasmita Das**

There is a general consensus that gold turns bullish during financial turmoil. However, this 'safe haven' appeal of the shining metal has come under suspicion since the second quarter of 2015 when the downswing of dollar-denominated price of gold shared headlines with Greek debt crisis and crash in the Chinese stock market. Despite a temporary rebound due to rally in the Chinese market and delay in the imminent rise in US Fed rate, gold failed to sustain the short term gain against robust dollar and slid to five-and-a-half-year low level, marginally below US$1,100/oz., on July 20 this year. Large bullion dealers and jewellery manufactures came under severe pressure as the panic-stricken market instantaneously reacted with dampened demand[1], although market players are more concerned with the long-term response of the bullion demand. A turning point came in August with fourteen sessions of positive closes, the longest winning streak of gold prices in past three months, following three days of sharp devaluation in Yuan. While the slowdown in China rattled the market on August 24 with the BSE Sensex dropping to six-year low, Bloomberg Global Commodities Index to sixteen-year-low, oil prices to six-and-a-half-year lows, rupee to two-year low, gold surprised the investors with steady movements around the US$1,100/oz. mark. Moreover, the revelation by the People's Bank of China regarding its growing gold reserve has created fresh challenge for the metal. The shadow of looming strong US economic data, in addition, has been thwarting persistent recovery of the precious metal. At this outset, an active debate is going on whether it's a right time to sell or buy gold. Economists are questioning the sustenance of India's longstanding habit of accumulating the yellow metal. This article seeks to find the answers by exploring the causal factors at global as well as local levels.

Global Cues

Currently, the major headwinds for gold are sinking commodity prices in dollar terms, expectation of US interest rate hike, expanding US economy along with boost in their exports, strengthening dollar, unfolding geopolitical tension, and the latest pullback in the Chinese market. Frankel (1986) has an interesting theory which outlines the mechanism through which monetary tightening causes slump in commodity prices, including that of gold, via increase in real interest rate.[2] Goods in the economy, as suggested by Okun (1975), can be classified into two broad types, viz., customer goods (whose prices are sticky in the short run due to incomplete information, inertia, cost of changing prices and other such factors) or auction goods (whose prices freely respond to fluctuations).[3] Gold being a homogeneous storable product is traded in the competitive market where arbitrage ensures instantaneous price adjustment. Given fixed manufactured price in the short run, a fall in the nominal money supply causes real money supply to decline. Real interest rate goes up to wipe out excess real money demand. The arbitrage condition prevailing in the commodity market requires the rate of return on the treasury bills to equate with the sum of expected rate of increase in gold (or commodity) prices and storage cost of holding it. It implies that when the real rate of interest on government bonds escalates, the expectation on the rate of increase in gold (or commodity) prices must revise upwards, given fixed storage cost. It is when commodities are sufficiently undervalued, investors rationally expect a higher future rate of increment in prices. Hence, the current gold (or commodity) prices dive down more-than-proportionately, by overshooting the long run value, following monetary tightening or an upsurge in the real interest rate. In the long run, this transitory deviation, however, gets corrected the moment a rational market anticipation of future increment in prices is sufficient to offset higher interest rate, and investors once again get attracted to hold gold (or commodities).

At present, the US Fed rate is yet to increase. But, the anticipation of forthcoming rise has been leading the speculators to shift out of the precious metal in the current period as the opportunity cost of holding the non-yielding asset is soaring up. The next period's price slump in dollar terms is thus brought forward today as expectation of rise in US Fed rate reinforces the US currency.[4] Moreover, the speculative attack on the yellow metal has also been advanced due to tremor caused by the Greek tension and Chinese market meltdown. If the currency war triggered by the downward revision of Yuan sustains, the metal can revive its currency hedge status as soon as its prices correct in upward direction. In line with a recent observation by the World Gold Council (WGC) that gold responds more when a market friction spills over across sectors and regions (e.g. global meltdown in 2008-09) whereas reaction is not much when risks are localized, any long term effect of the Eurozone crisis seems unlikely.[5] However, poor demand from China, the second largest buyer of the metal worldwide, is going to direct the future movements of the bullion prices.

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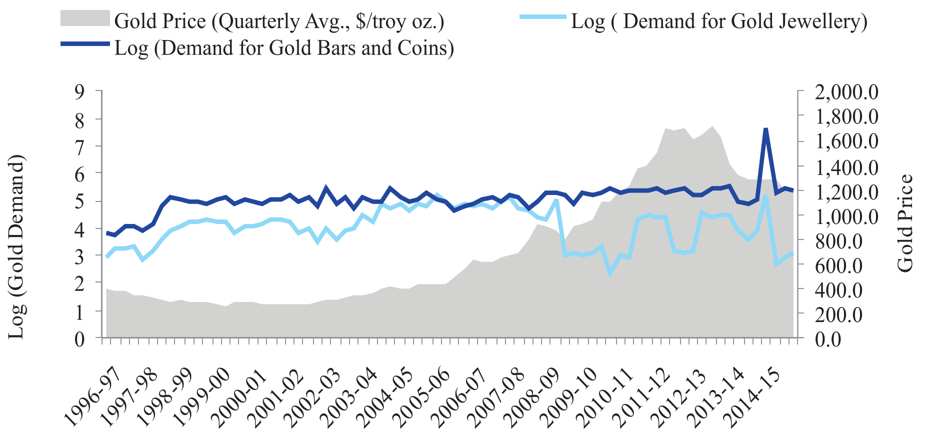
[1]Global demand for bullion declined by 12 per cent to a six-year-low of 914.9 tonnes in Q2'2015 ("Gold demand trends", World Gold Council, August 13, 2015). | [2] Frankel, Jeffrey, "Expectations and commodity price dynamics: the overshooting model", *American Journal of Agricultural Economics*, Vol.68, No.2, May, 1986, pp 344-48 | [3]Okun, Arthur, "Inflation: its mechanics and welfare costs", Brookings Papers on Economic Activity, No.2, 1975, pp 351-401 | [4] Frankel, Jeffrey, "Why are commodity prices falling?", Project Syndicate, December 24, 2014 | [5]"Market commentary", World Gold Council, July 23, 2015

Local Sentiments

Let's turn to the Indian story now. Motives behind hoarding the precious metal include financial protection, psychological utility from possession and use of jewellery and expectation of capital appreciation, and sometimes tax-evasion. Gold holdings by Indians have roots embedded in cultural, religious and traditional milieu. In fact, more than 60% of India's annual gold demand comes from the rural population. Bulk of this hoarding takes the form of ornaments which is not an effective hedge given the peculiarity of ornament market and capital loss involved in the sale. Though the dealers and middle-men care about expected future return on gold, large section of the rural gold consumers lacks financial awareness. Naturally, use-value and esteem-value dominate over the precautionary motives. This induces India's demand for physical gold to be price-inelastic[6].

Figure 1: India's Gold Import Demand and Gold Price (Quarterly, Q1 1996 -97 to Q4 2014-15)*



Source: Author's own computation based on UN-COMTRADE and WGC Databases

* Qi = Quarter i of the respective financial year, i = 1,2,3,4. For e.g. Q1 1996-97 refers to April, May and June of 1996 and so on.

Figure1 demonstrates persistence in India's import demand for gold bars and coins over time. Both the consumption and investment demand are subject to seasonal variations. This reflects India's customary purchase of gold on the auspicious occasions of Diwali and Akshaya Tritiya as well as the tradition of transferring inheritance by gifting gold in weddings. Income earned in agricultural sector following a good monsoon also augments bullion demand.

> **Motives behind hoarding the precious metal include financial protection, psychological utility from possession and use of jewellery and expectation of capital appreciation, and sometimes tax-evasion.**

Although a steep fall in jewellery demand occurred due to falling trend in gold prices from Q3'2007-08 till Q4'2008-09, i.e., during the subprime lending crisis, investment demand was preserved probably due to the expectations that gold prices will recover once the ramifications of the crisis will become clear. The next plunge came during Euro debt crisis (Q1'2011-12). Except a small recovery, the bearish trend has been continuing since Q2'2012-13. In the next few quarters demand tumbled on both consumption and precautionary front, but much of the dip was due to tighter domestic policy, viz., successive increment in import duty, introduction of 80:20 scheme requiring gold importers to re-export 20% of total import of gold in July 2013, banning gold import by star trading houses in August 2013. In 2014-15, despite weak gold price during Russia-Ukraine Conflict and Syria war, bullion import surged as the government eased those norms following improved external balance situation. Domestic gold policies, thus, significantly take part in shaping the nation's demand for bullion, at least in the short run.

At this time, an interplay of good news (featuring strong macro-economic fundamentals such as plummeting crude oil price, falling inflation, small current account deficit, stable fiscal deficit, high foreign exchange reserve) and bad news (comprising of depreciating rupee, dip in the stock market indices, delay in monsoon, quandary in Fed rate hike, turmoil in the Chinese market) has been governing the Indian market. Gold prices react in accordance with these economic indicators, but demand for the metal is unlikely to tumble among the Indians due to the nation's sound state of structural indicators, demographic advantages, traditional purchasing power during the upcoming festive and wedding seasons, lack of financial awareness, and most importantly, insatiable psychological appetite for holding the precious metal. Unless financial sector give priority to customer protection, fluctuations in gold prices due to geopolitical transitions cannot cool off India's centuries-long yellow fever.

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[6]Chandavarkar, Anand, "The nature and effects of gold hoarding in underdeveloped economies", Oxford Economic Papers, June, 1961, pp 137-48

FACULTY ACHIEVEMENTS

Purchase Behaviour

"Constructing a conceptual model of purchase behaviour of village shopkeepers – a study of small rural retailers in Eastern India" by **Himadri Roy Chaudhuri** (with Dev Narayan Sarkar and Kaushik Kundu) has been published in the *Journal of Retailing and Consumer Services,* Elsevier, Volume 28, pp 1–16.

Small rural retailers play a pivotal role in the success of marketing efforts of FMCG companies in developing markets. The present study attempts to develop an inventory of items that may predict purchase behaviour. Owing to the unavailability of a suitable instrument in extant literature, a survey of rural marketing practitioners has been conducted to develop relevant statements for questionnaire. The unobservable constructs and the relationships between the constructs are brought out through a study in the eastern region of India. The following constructs have been found to impact the purchase preferences of rural unorganized retailers: quality of supply and delivery, margins and profit, product demand, credit, brand reputation, social and personal recognition, sales force behaviour, seasonality and festivity, and company reputation.

Determinants of the Indian Stock Market

The paper on "What Drives the Stock Market Return in India? An Exploration with Dynamic Factor Model", by **Paramita Mukherjee** (with Malabika Roy) has been accepted for publication in *Journal of Emerging Market Finance*, Sage Publications.

This paper focuses on the role of the institutional investors, both domestic and foreign, in driving the return on the Indian equity market in the last decade. An attempt is made to identify the influence of other possible determinants, too. More specifically, the effect of domestic and international financial variables on the market returns are also examined. Moreover, since the study deals with daily data for quite a long period, whether there is a change in the relationship is also studied. The results uncover some interesting facts. For example, there is evidence of institutional investors driving the market return after 2008, though it did not have any impact before 2008. The movement of interest rates within and outside the country, most of the major and emerging stock markets including the US market also have significant influence on Indian equity market return. There are indications that the determinants of the Indian equity market return have changed after the recent economic crisis of 2008.

UPDATE

Management Students from China at IMI Kolkata

A group of four students, Li Gen, Xie Xiangwei, Zhang Qiurong and Zhao Lei, from Sichuan University, China, studied higher management courses for a trimester at IMI Kolkata as per an agreement between the Institute and Sichuan University. They were staying at the campus, under the mentorship of Dr Tirthankar Nag, Dean (Academics). The course was specially designed keeping in view IMI Kolkata's expertise in East Asian Management and Research, which empowers students to apply what they have learnt in the Chinese context. Welcoming the overseas students, Professor Arindam Banik, Director, IMI Kolkata, had mentioned that Kolkata, which had once been an internationally renowned centre for higher education, is on its way towards regaining its past reputation. This exchange will be mutually beneficial for the two countries.

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