

country. But unlike in the case of his Lagaan Case Study, where the protagonist Bhuban builds a rag-tag team of amateur cricket players, Dr Pattanayak was successful in building a team of 30 Faculty members with backgrounds in foreign institutions, IITs, IIMs, other well-known institutions and universities, some even with Fulbright Scholarships. All the faculty members of IBAT have many research papers, books and research projects to their credit. This is a miracle of shorts for a B-School in a place like Bhubaneswar to attract so

many accomplished faculty members. So, what brings these 'human architects' as Dr Pattanayak describes them, to this institute? "It is not the place or the perks or an elevation to a higher level that brought me here. "It is the challenging dream of IBAT's Chairman and Director to make an institution of par excellence in Orissa, that brought me back here.", says Prof. Bijay Bhujabal, author of the

biggest book on management quiz. "I was thrilled at the prospect of working under a renowned management guru like Dr Biswajeet Pattanayak. Particularly his ambitious and challenging target of making a private school at par with IIMs and beyond attracted me towards this institute. That's why I quit my job as advisor to the MD of Tata Steel to join IBAT." says Prof. Sanjay Sharan, a Fulbright Scholar from Wharton Business School of USA and a former faculty of XLRI. Dr M V Madan, a former professor of IIM Indore, now Emeritus Professor of IBAT, has also the similar sentiment to echo when he says that it is the charisma of Dr Pattanayak that made him accept a senior academic position at this institute.

Indeed the Professor who discovered management lessons in a commercial Indian cinema and taught those lessons to IIM graduates and top notch corporate executives is today playing the role of Bhuban – the character of Amir Khan as a protagonist, to turn around and radically transform a B-school of Orissa as one of the top ranking B-schools in the Country. He has not only used Lagaan as a case study in management curriculum and taken it to the corporate board rooms, but says that IBAT would be a live case of another Lagaan where Bhuban is the role model. Prof. Biswajeet Pattanayak, the youngest

Professor of IIMs and the author of seventeen books that too at the age of 38 only, has similar incredible targets for IBAT to make it among the top ten B-schools of the country in just two years. In a turnaround situation, bolstering of people's motivation, aggressive market pursuit, religious-minded implementation of quality standards, prudent cost-cutting are the recipe the doctor prescribes. IBAT is not only following this prescription, but also doing many innovative things to excel. Launching of path-breaking courses like P G Diploma in



Dr Biswajeet Pattanayak, Director, IBAT

Banking and Insurance Management, flexible Executive Programme in Management, Faculty Development Program, highly industry-need specific Management Development Programmes, subjects in NGO management, wireless campus, adoption of

practices benchmarked against the very best in the world, are some of the audacious steps that have been taken. The results of all these efforts are

already pouring in. IBAT is able to attract faculty members from almost all part of the country. As for students, they are not only from different states, many of them are beyond the boundaries of the country. When many B-Schools are unable to get their normal seat strength filled, IBAT boasts of full admission to all its courses. Its Management Development Programmes are attracting executives from RBI, SBI, and blue chip companies from all over the country. The Grand Valley State University, USA has come forward to have students and faculty exchange, doctoral research and joint post graduate programmes. Recently, it has got accreditation from UGC NAAC which puts it above many of its peers in this part of the country with a six star rating. In this context, our correspondence asked Dr Biswajeet Pattanayak, Director of IBAT, about his opinion about the plethora of B-School ratings being done by different maga-

zines. "What matters is the perception of the stakeholders of an organisation about it, and what it actually has in store for them, not what they declare in a rating questionnaire. In fact, one executive of a magazine which has recently published its ratings confessed before me that they do not have any mechanism to cross-check the facts given by the institutes in the rating form. So, one can easily guess the credibility of these ratings."- declared the institution-builder visibly looking concerned about this rating business and its repercussions. "In

any case, I am ready to accept any rating but I cannot manipulate data or give any false information." declared he. Impressed by the progress of the institute, one captain of the Indian industry, Mr. Rakesh Kalra, Managing Director, Eicher Motors Ltd. opines, "An excellent, enthusiastic environment created by a great visionary – this Institute is poised to go places." Opined Mr G K Choudhury, Director (Personnel) of Mahanadi Coal Fields Ltd., the most profitable Coal India subsidiary, "IBAT is rendering a great service to the nation by building perfect

career for the future of India. " Another turnaround artist from the banking sector, Mr A G Joshi, CMD of Dena Bank, is also of the strong opinion that IBAT will one day become the Harvard or Oxford of India.

IBAT is a lesson for institutions to emulate. With a dream, people feel shocked to hear, a visionary for Indian management education who believes in producing environment-sensitive business leaders for tomorrow, another spirited Lagaan team of Faculty and staff focused on quality and innovation, and a humble educational entrepreneur with a noble cause to fulfil, IBAT is surely going to make the impossible possible. What's more, with its world class ambitions, it is going to prove that the fear of foreign B-Schools and universities dominating the Indian education scene, via the General Agreement in Trade in Services, are unfounded.

If few more academicians like Dr Pattanayak can come out of their cosy environments to take up the challenge of leading the private business schools to the height of IIMs and beyond, then India can boast of many institutions of par international excellence.

India needs a hundred IIMs. As government can not establish many more of them, there is a need to bring the standard of private B-Schools at par with the IIMs and beyond.