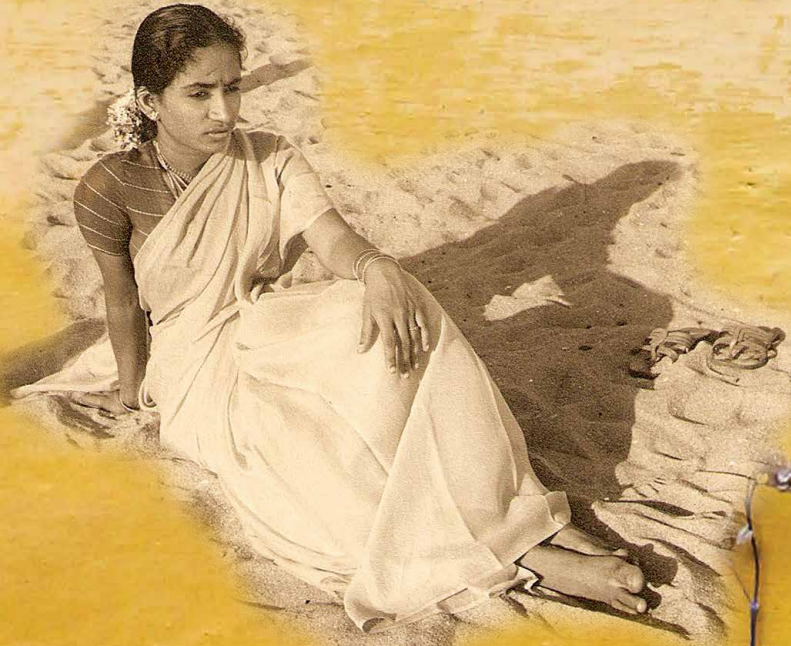




भारतीय प्रबंध संस्थान बेंगलूर
INDIAN INSTITUTE OF MANAGEMENT
BANGALORE

Memories of our association with Prof. Vatsala Nagarajan



Anecdotes by her niece Preeti

Birth

I would like to share some trivia about Prof. Vatsala, which you may not know - she was, as I like to call her, “our family’s youngest freedom fighter”.

Both her parents were deeply involved in India’s freedom struggle. In 1932, during a protest, her parents were arrested and sentenced to many months of imprisonment - sadly in jails in different districts. When my grandmother had her mandatory pre-imprisonment health check-up she was detected to be 2 months pregnant. There was no leniency shown. My grandmother spent the next 7 months of her pregnancy in the jail living on gruel and whatever food the jail inmates were served. Her sentence was completed only as she was taken to the jail hospital to deliver a girl baby!

Now you know how Prof. Vatsala got to be the tough cookie she is!

Childhood

She was the apple of her father’s eye and a confidant to her mother. To her two younger brothers, she was the sister who could do no wrong - ever!

Much of her childhood must have been in the cricket field. The entire family had a penchant for maintaining the score card for every match played and she gave her dad and brothers great company, in discussing the details of every sport.

Early Education

I grew up to tales of what a Math whiz my Aunt had been. When I came home with 100/100 in Math...it still did not come close to what she had achieved. She had a record of scoring 150/100 in every Math paper in her school days - she would attempt all the choice questions within the timeframe allotted and still ace the paper!!



Marriage

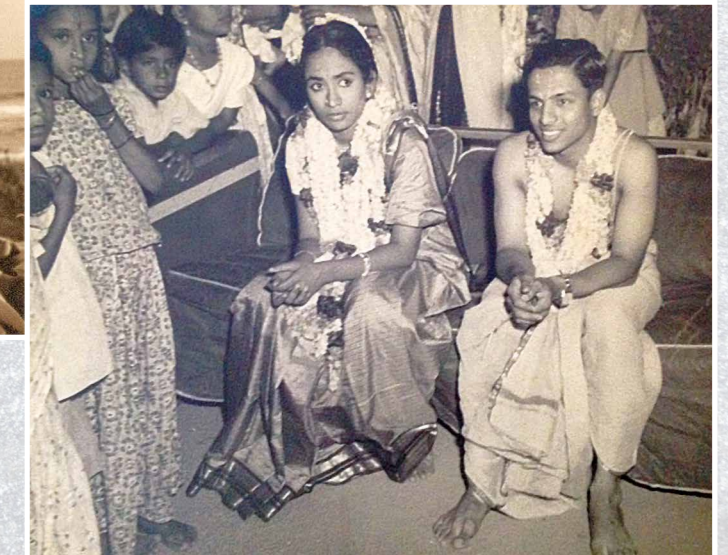
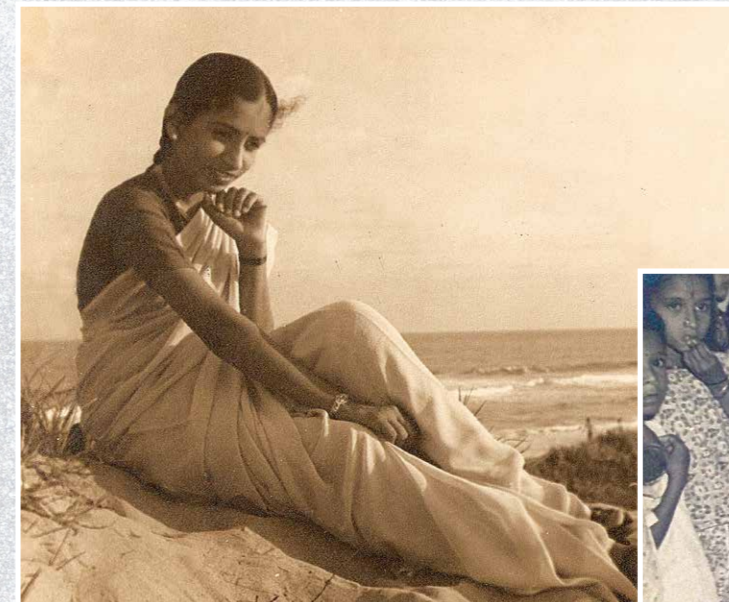
She was married when she was in the 2nd year in college. Much of her professional education - CA, Law & MBA was done as she ably multi-tasked raising two kids and running a household with no household help. She is a truly amazing multi tasker!

Her husband was a progressive man in his times - as he encouraged his wife to follow her dreams.

She has been the Best Aunt & God Mother to me in all the phases of my life! Ever showering love and affection and never demanding anything in return.

The watermark is too high for me to even attempt to reach....! I am ever grateful for her presence and influence in my life.

*Cheers,
Preeti*



Family

“Dear Amma,

I’m so proud of you!

It takes a special person to be loved by so many - your family, your friends, your colleagues, your students.

Being recognized as a great teacher does not come easy. It is hard-earned praise. The fact that so many of your former students love you and think so highly of you is a testament to your knowledge, character, spirit and sense of humour.

I would have loved to be your student - especially when you gave your class time off to watch a test match :-). You definitely had your priorities right!

Thanks for staying at home the evening before exams while I played with my friends. I was not nervous about studying at the last minute because I knew you would always be willing to provide just the right amount of help, if needed; given the time constraints :-).

You are the toughest person I know. It is amazing how you face any hardship with such grace and optimism.

For Nikhil and Rahul, you are their most favourite person in the world - for good reason. You are an amazing role model to them.

Appa - thanks for being progressive and allowing Amma to pursue her dream of getting her MBA in the US. Not too many Indian men in the late 1960s would have had the courage to do that.

To my mom’s students at IIMB - thank you from the bottom of my heart for all the kindness, respect and love



that you show her. You are like a second family to her, I have heard so many stories of the wonderful interactions my mom had with all you. This gesture means so much not only to my mom, but to all her family.

Keep fighting Amma - you know no other way! Lots and lots of love,”

KN Arun
Son

“Congratulations, Amma! No teacher is more deserving of this honour than you.

And, thank you for raising a wonderful son - it created an opportunity for me to know you. Also, thank you for providing such a great role model for your granddaughters, Maya and Priya. Whenever they face a challenging situation in life, I have taught them to ponder ‘what would Paati advise you to do?’

Again, congratulations! Wish you peace and joy.”

With love and regards,

Leela Kar
Daughter-in-law



“It is hard to describe how much my mother-in-law is loved and respected. Everyone in our family gravitates towards her. I am so happy to see a classroom being named after her. She has always been a person I could count on for good advice, comfort & help in any difficult situation. With her intelligence, grace, dignity and the care she puts in all of her personal and professional relationships, she has always been a role model to me.”

Urvashi Kaul
Daughter-in-law

“Besides being an exceptional parent (thanks, mom!), my mother Vatsala is the best teacher I’ve met in my life. Whether it was slogging through all those geometry theorems with me through middle and high school, or packing the classrooms at IIMB during her accounting classes - no one could touch her!

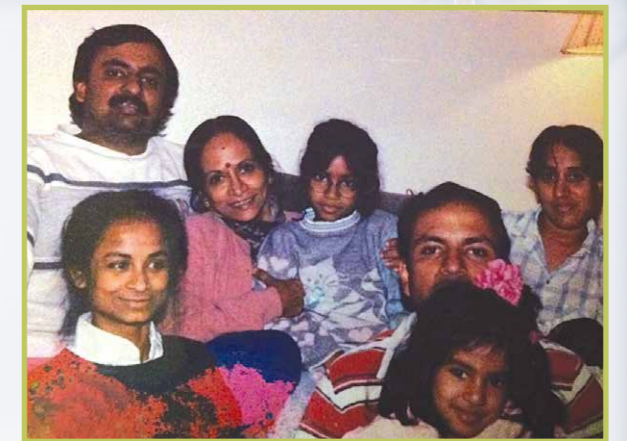
To her ex-students at IIMB – I know that she is proud of all of you, and considers you as part of her extended family. My brother Arun and I both live in the US, literally half a world away - we cannot thank you enough for looking after her in our absence, and visiting/calling her as often as you all do.

I would also recommend never playing poker against her. One of my favourite anecdotes is about the time she went to the US to get her MBA from the University of Rochester. She was cooking an Indian dinner for a bunch of her American friends, and was making pooris. One of the American ladies asked her, “how do you get those to puff up the way they do?” And my mother answered, with a straight face ‘Well, you need a tiny version of a bicycle pump - you stick the nozzle into the dough after you have rolled it out, inflate it with the pump, and then drop it into the hot oil.’

To this day, there is a bunch of naive American women who believe that is part of the poori-making procedure!

Amma, your father and my grandfather MSK would be so, so proud of you today. Congratulations and love from all of us!”

KN Srikanth
Son

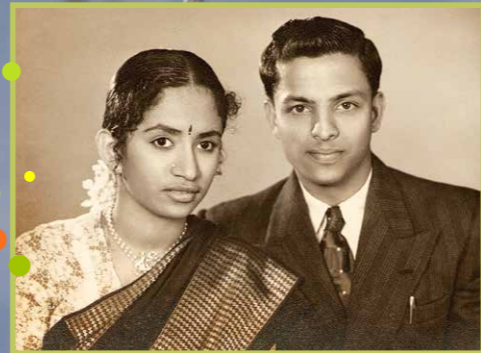


“Dear Paati,

Congratulations! We are so proud to be your granddaughters. You continue to inspire us every day. You have served as a role model for us in so many ways, and we would not be where we are without your example. Throughout our lives you have shown us what it means to be an incredible teacher, a successful professional woman, and a compassionate wife, mother, and grandmother. This well-earned recognition is a reflection of your lifetime of selfless devotion to others, and we can only hope to live up to your example in our careers. Spending time with you has always been such a treat for us and we look forward to seeing you again soon! We love you so much. Congratulations on this wonderful honour!!”

All our love,

**Priya and Maya
Grandchildren**



Colleagues



“It is a pleasure to recall my association with Prof. Vatsala Natarajan, fondly called Vatsala.

I first saw her in 1974 when she applied for the position of a Research Fellow at the Institute. The interview committee found her over qualified for the position and asked her to appear for an interview for a Faculty

position which was scheduled a few days later. She was selected and joined IIMB.

From the time she joined the Institute, Vatsala had a warm relation with my family. She actively participated in most of the MDPs which I offered and her inputs were very much appreciated by the participants.

At the time of her retirement I was instrumental in arranging a farewell which she appreciated.

Vatsala is a warm personality and was always there to give good advice.

I wish her a healthy and happy future.”

A K Rao
Professor (Rtd)

“I first met Vatsala when I joined the Institute. She is a wonderful human being and has been a guide and mentor ever since. She is known as the “person to go to” when you need sound advice. She always tries to see what is best for you. I was not married at that time and she insisted on finding the right girl for me (‘right’ from her point of view and not necessarily from my point of view)! Of course we could never agree upon who is the right one. Believe it or not there was one major issue between the two of us! Both of us have the same initials – VN. And the institute uses your initials everywhere including the schedules and timetables. She pulled her rank on me and “she is VN and I became VNd (until she took retirement)!”

Prof. Nagadevara
Professor (Rtd)

“I am delighted to participate in this very special occasion to honour Vatsala Nagarajan. Our long association of 44 years that began in early 1974 when we joined IIMB is filled with very pleasant memories and innumerable emotions. What began as a professional association developed into a deep personal friendship over the years. It also blossomed into an equally deep regard and respect for an individual who lived life on her own terms, balancing her professional and personal life beautifully. She came with a unique blend of tradition and modernity that simply endeared her to one and all.

I recall with nostalgia those initial years when IIMB had just been established. We were a small community of faculty, research and administrative staff where hierarchies were yet to emerge and a spirit of camaraderie prevailed. Yet it was a time of challenges ranging from defining individual academic roles to the sheer effort of settling down. Many of us came to a completely new city with its own unique culture. It was in these initial years that Vatsala played an indispensable role of a local host and a good samaritan, generously giving her time to help find housing, shopping and introducing us to the city, a role that she continued playing till her retirement. Her small house near Mallesawaram soon became a hub to visit, chat and enjoy delicious meals cooked by her, often at a very short notice and with little domestic help. I must mention that Mr. Nagarajan always joined in as a generous host and soon became an integral part of her circle of friends from IIMB. They both even stood in as parents at the Arya Samaj wedding of Prof. Amayu Chakravarti and Indira whose parents were abroad!

Her charismatic, self-effacing personality always radiating positivity and warmth put everyone, from the staff to the director, at ease and made her very approachable.



Vatsala soon emerged as a solid support system, be it for students, faculty, research staff, administration or the management. She was a much sought after confidant, counsellor and advisor, roles which she performed with grace and generosity. The students were her primary constituency and she carved a very special place in their minds. Her office, opposite mine, was always abuzz with student chatter, laughter, jokes and discussions. She was often engaged in tutoring, advising, offering moral support and even financial help to them.

Vatsala was admired as an exceptional teacher by all - PGP students, executive education participants, IAS officers in management programmes as well as participants in the social sector. She continues to be revered as a teacher to this day.

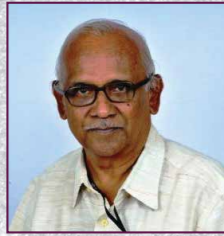
Vatsala truly was an inspirational and motivational leader. She retired as an academic dean, leaving behind warm memories and abundant goodwill. The innumerable farewells on her retirement stood testimony to this. I recall in particular our floor farewell where staff, faculty and others joined in to celebrate Vatsala, the incredible individual who gave her all to everyone.

It is therefore not surprising that the alumni have chosen to honour Vatsala by having a classroom named after her. Their gesture and the overwhelming response that it has rekindled is indeed very heart warming.

Vatsala, on a personal note I can only say I am indeed very fortunate to have you in my life and you will always hold a precious place as family in my heart. Thanks to IIMB for making all this possible!

I join everyone in wishing you all the best in your years ahead and may you continue to have the strength, courage and indomitable spirit you have always displayed in negotiating your life.”

Prof. Mira Bakhru
Professor (Ptd)



“Vatsala is my great friend from 1976 when I joined this Institute. For 10 years her room was opposite of mine in B2 and hence I had observed her closely.

She had great admiration for the students. They would always meet her for discussions and she had all the time in the world for them even when she was the Dean. One student of PGP was very close to her and always visited her room often. I had asked her to adopt him as son-in-law but in lighter vein she told me that she had only two sons and no daughter. So it is too late!

I have always seen her with a smile on her face. At a personal level I remember how she would remember the laddoo which my wife offered her only once! Even now I am sure she will tell me about it!

Let her and Nagaraj have a long and happy life for the years to come.”

Dr V B Kaujalgi
Professor (Rtd) IIM Bangalore

“Vatsala Nagarajan was the Dean when Dr KRS Murthy became the Director in 1991. As one of the senior most faculty members she was a very supportive person who helped me and a few others who joined IIMB along with me to settle down in the system. She was a source of encouragement and support and has been a great mentor. Very delighted that a classroom is being named after her for her valuable contributions to IIMB.”

Prof. Anand Ram, Faculty since 1989 retired in 2018

“Vatsala was a great colleague. She was always pleasant even if she disagreed with the views of others. She was an excellent teacher who was always considerate towards the students. I think it is appropriate that a classroom is being named in her honour.”

M R Rao, Professor (Rtd)



“I am honoured to be a part of this celebration of a teacher admired by so many!

Prof. Vatsala Nagarajan had retired by the time I joined the Institute, but I have had the good fortune to know her in a personal capacity through Prof. Mira Bakhru. I have heard from Mira

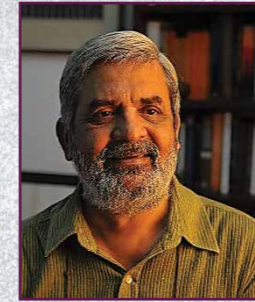
how Vatsala was revered and adored by her students, which is not surprising at all given her personality. She has taught me a lot as well, though outside class.

One meets many people and some become a part of your life which is how I feel about Vatsala. Over several years now, we developed what I would like to believe is a close friendship. I remember my first few interactions with Vatsala leaving me with the thought ‘what a dignified and graceful lady!’ The equanimity with which she is able to deal with every new challenge posed by her health and life, have been great lessons for me. It amazes me to see her doing just about everything, from paying bills, managing finances, visiting hospitals and various offices to managing her home, all of which can be overwhelming even with good health and age on your side. Moving to a new home away from her own, and becoming an integral part of the community winning over the hearts of other senior citizens, children and the administration alike in a short time is a gift I wish for.

Seeing Vatsala negotiate her life, without ever complaining about her share of challenges, makes me want to believe that almost anything is possible with determination and grit!

Thanks! Vatsala for all these lessons and many more which, I am sure, will help me navigate my life better. With best wishes and much love” – Rajluxmi

Prof. Rajluxmi V Murthy
Current IIMB Faculty



A fine mind and great human being: Vatsala. I came to know Vatsala Nagarajan through my friend and colleague Mira Bhakru, way back in 1976, when I joined IIMB as a research fellow with the social science unit. Though my stay was short, of about a year, I have very fond memories of Vatsala, among

others. Even after I left, I kept in touch with her and her gregarious husband, Nagarajan, an extremely gentle and knowledgeable person, and a connoisseur of Carnatic music. What struck one about Vatsala from the outset was her pleasant disposition, her winning and radiant smile, combined with modesty. She enjoyed the reputation of being one of the finest minds in the field of finance, yet she was so unassuming and carried her scholarship lightly. Extremely accessible and supportive to one and all, her popularity with the students was legendary. Not unusually, she would be surrounded by students during working hours.

The adda sessions with Vatsala during tea breaks were something we used to look forward to. A great raconteur, she had a tremendous sense of humour. Yet, forthright on all issues, she never flinched in making her position known and calling a spade a spade. A voracious reader, with eclectic tastes, she keenly followed Carnatic music.

I was delighted to catch up with her recently in Bangalore and despite her poor health, she still had the same old spark.

For me, Vatsala epitomises the best traditions of Indian academia, combining a sharp intellect with modesty and humaneness.

Raman Mahadevan
Business/Economic Historian, Bengaluru

Though I had interactions with Prof Vatsala Nagarajan as a colleague only for less than three years, that too with a break of more than three years while I was abroad, I have been in touch with Vatsala and Nagarajan all these 40 plus years not just as a former colleague and her spouse, but as family members. What has impressed me about her is her humility and humanism showering affection on all who had interacted with her. I will narrate just two incidents to illustrate my feeling.

In early 1974 when the institute was still in the process of mobilising human resources of all kinds at all levels, some of us rooky Assistant Professors were entrusted with the task of interviewing potential Research Associates. We were not that organised those days, possibly because of lack of enough support staff. Hence, we did not have copies of the resumes of the candidates ahead of their walking in to meet the interviewers. At one point of time Vatsala walked in. I can not recollect after all these years the details of the event. I do remember that my colleagues - one them was Junjunwala - and me thought she had walked into the wrong room, since at that time candidates for senior faculty positions were also being interviewed in another room. In any case we listened to her and were surprised to learn that she had not applied to the faculty positions because she had no formal teaching experience! We had to convince her to meet the panel interviewing candidates for faculty positions. Of course, she was offered the Associate Professor position and joined the institute to become one of the most loved and respected teachers till her retirement and even after that.

Another incident which is more personal is to illustrate her affection towards her younger colleagues. Within months of joining, she invited some of us for dinner at home. As young bachelors we always grabbed such invitations to enjoy some excellent home food and the bonhomie with Vatsala and Nagarajan. After the pleasantries, before dinner, Vatsala brought on a cake

with candles and all to wish me happy birthday. Those days I was not one of those who remembered birthdays including mine and of course no social network media was around to bombard you with reminders! I don't know how she found out about my birthday - probably checked with the administration or gleaned it during a casual conversation. To show such affection to a young colleague whom she had known hardly for a few months and spring a surprise party, I am sure says a lot about her. My wife Shyamala, who came to know her just about a year before I left the institute is almost treated like a daughter by both Vatsala and Nagarajan.

I can recall several incidents to show her concern for the society, particularly the disadvantaged and marginalised; her concern for environment by resorting to public transport unless absolutely necessary otherwise; her open door policy to let anybody come and cry on her shoulders when feeling down. But there must be many such recollections in this souvenir and in order not to run the risk of repetition, I would conclude but not without mentioning her incredible fortitude to face her adverse health conditions in recent years almost laughing at them and carrying on as if they were trivial inconveniences. She has been a great inspiration for me and my wife Shyamala. I wish her and her husband continued happy and healthy life to keep inspiring whoever comes in contact with them.

Prof. K. Ramakrishnan



"I was the secretary of Prof. Vatsala for over two decades. She was a kind hearted, smart, and an intelligent boss. She was more of a mother than a boss to me!

I was more of her admirer, just like most of our IIMB students and faculty, during that period of time. She was so unassuming, composed and relaxed all the time. Anyone from the peon to the Director could approach her by just knocking on her door and she would always have time to listen to them.

I am proud of my association with her and have learnt a lot from her. Whenever I get a compliment or pat on my shoulder, I cannot help but remember my learnings from my association with Prof Vatsala. My father used to say it is God's grace to get good bosses. This is so true! My confidence is one quality I stole from her :) It helped me mingle and interact with international VIPs, and today, my daughters try to emulate me!



I will never forget how this caring lady used to ask me to go home early as the clouds got thicker so that I don't get caught in the rain (I used to be an asthmatic). She would often say "Your health is more important than the Personnel Officer's memo!" And whenever she invited me to join her for coffee in the faculty lounge, I would strut along with her without batting an eye lid but with a thousand butterflies in my stomach (this, after I had grumbled that the privileged faculty only preach but do not practice - you can have coffee at any time but, poor secretaries had to stick to the two coffee timings :))

Finally after many years of nagging her, I got hold of one her beautiful sarees with her blessings recently, which I will surely cherish!

Hands off to my educated modern thinking mother and boss, a devoted wife who still worries for her pampered husband, despite her own ailments. This is definitely another quality to inherit!

Namasthe to this loving couple.

Anna Robinson
Retd. Secretary of Prof Vatsala

Students

Hello Everyone!

This is R S Prasad PGP 78-80. I was a poor tribal fellow from a backward district near Varanasi, UP. I was a bit shy in my expression and communication. I was the only guy with a BTech qualification in all the nearby villages as none of my fellow villagers had ever completed graduation. I had never gone beyond Banaras as it was the biggest city for us. When I came to IIMB, I was shocked to see the diversity of people, their life style, food habits and activities. It was a culture shock for me. I thought I could never compete with these guys and decided to quit the course and go back home. Moreover, I was not good enough in accounting. Then I met The Godmother, a kind hearted angel and great scholar, none other than Vatsala Mam who happened to teach us Accounting. I told her my problem and my decision to go back, to my utter surprise she appeared like "Mother Mary". Her blessings, motivation and support changed my whole personality. She is such a great GURU. From the core of my heart, I am grateful to her and wish her "SHAT-SHAT-NAMAN". All my family members pay respect and "PRANAM" to such a great GURDEV. I personally wanted to greet her, but I am not well these days. Please do convey my feelings sincere regards and CHARAN-SPRASA to her. May God Bless Her with Health, Wealth and Cheerfulness.

R S Prasad, Chief Engineer, UP Power Corporations, Lucknow (UP).

Residence-6/21 Vineet Khand, Gomtinagar, Lucknow (UP).

R S Prasad
PGP 78-80

"I took the core course in accounting from Prof. Vatsala. She was a great teacher, and I learnt a lot. Though I did marketing later as a specialisation, her way of teaching a subject I was not overly fond of and new to, instilled in me confidence that I could handle the basics at any time. Kudos and fond remembrance to her!"

Rajendra Nargundkar
PGP 1982-84

"An inspiring role model for her simplicity and depth of knowledge. She showed the kindness of a mother, whenever approached, which helped us to overcome inferiority complex and stress."

P. Udayakumar
PGP 1986-88



"As I go back several years, this was the first FAM class. Our professor was Vatsy we were told, which conjured up the image of a very different person from the one who walked in! Tamil Brahmin, big red dot, saree-clad, traditional, understated but of course, very confident. You had to be that if

you had the task to teach financial accounting to a bunch of male engineers who didn't know what it was and in the beginning, didn't care much for the subject. Nevertheless, she persevered and it is a tribute to the foundation that she built, that finance in Mumbai is run by a large number of her students. The two years at the campus went by fairly quickly. My interactions with her have shaped my social views largely.

She remained and remains humble till date. When the idea first came up to honour her and it was proposed to her, it took some time to bring her around. Oh, the usual murmurings - why me, I am a small person, there are others who deserve it much more, can we do this and that! So we managed to deal with the deflections and

ultimately told her that the institute needed funding for its projects and this was a way to balance the assets and liabilities. Stated in those terms, she was alright. She had to be as otherwise it would have meant that she had taught us accounting wrong!

Vatsy's legacy is not just as a teacher in the classroom but as a life coach. I admire her more not for the two years I knew her at campus, but how she has conducted herself in the last 25 years since her retirement. Involved in a variety of social initiatives, pushing financial literacy in do-good organisations who have a limited knowledge on how to deal with money matters, her absolute passion for all sports, mistress of her kitchen, her vast reading repertoire, her adept management of post retirement finances, her total involvement with her grandchildren, and her encouragement to Uncle Nagarajan's codification of Carnatic Music compositions over the ages, is something that many can do, but very few triple cancer survivors can manage. In carrying on with her illness, I have seen her total devotion for Uncle Nagarajan, because in every conversation, it is not her ailments that she discusses but more about how he needs to be comfortable if he were to be by himself.

That is what I have learnt from her. A life that is better lived for others and not for oneself."

Rahul Shukla
PGP 1989-91



"An authentic and a warm-hearted person, Vatsy was a major motivational force in my backstory to join IIMB. And an inspiration during my stint there. I can sum up my regard for her with this expression: 'Maatru devobhava, Pitru devobhava, Acharya devobhava' (I bow in reverence to Mother, Father and Teacher – all forms of God)."

Jayant Swamy
PGP 90-92

"Prof. Vatsala Nagarajan or 'Vatsy' as she was popularly called was an outstanding teacher. She was always smiling, was never stressed and had a very pleasant demeanour.



I had an engineering background and had absolutely no understanding of accounting. I will be eternally indebted to her for having introduced me to a very different world and for having made things easy for us. I remember her as always approachable, extremely patient with my repeated clarifications and very affectionate towards the entire class. Her smiling face is still vivid in my memories and shall remain like that."

Prashant Jain
Class of PGP 1991

"I am presenting for the first time in front of the class! I am literally shaking. Prof. Nagarajan asks me, "Are you OK?" I am not, but you cannot say that. I go through the excruciating experience. Later, I go to her office and talk to her. "It'll get better," she says, "It'd better get better." Years later, I am now in her shoes, teaching students."

Subhajyoti Bandyopadhyay
PGP 1991-93

She never taught me, yet she became an integral part of my life. She was deeply impacted by my spinal cord injury in IIM Bangalore campus, as if it had happened to a family member.

She played a vital role in me getting a chance to graduate out of IIM Bangalore when most closed minds at the helm of affairs wanted me to abort my course. Ganga, my Amma, and she became close friends amidst a tough time.

It is perfect that the initiative to honour faculty in perpetuity by naming classrooms at IIM Bangalore has

Prof Vatsala Nagarajan as the first stop.

It is clear we are doing it for the person she was, and not for her age and ailment. She does not live her life even now on those terms. She is very much the Vatsy (as she is widely known) we knew on campus!

Will IIM Bangalore have such a great faculty who is also so widely admired as a great human being?

Methinks not. If we do, we must consider ourselves incredibly blessed!

S Vaidyanathan
Class of PGP 92



"I consider myself lucky that my first finance course at IIM Bangalore was taught by Professor Vatsala Nagarajan - Vatsy, as we fondly called her. A brilliant teacher and a wonderful person, she took great care to ensure each of her students understood the subject. As such, she was a big influencer in my subject choice on campus and consequently, whatever I may have achieved as a professional. I am so happy that today we are recognising the tremendous contribution that Vatsy has made to a generation of students at IIMB."

Bhargav Dasgupta
Class of PGP 92



"I loved the course. But to begin with, I was terrible at it.

However, I loved the way Prof. Vatsala taught in the class – 'no nonsense, no airs, no strictness, no craziness air'. Everyone was equal and she let me think that I could be the best in her subject if I wanted to. She fostered self-belief in each one of us that helped us to excel.

Being an Engineer, my grasp of finance was not good enough and it didn't help that the class had folks with three years plus of accounting experience for whom the

class was a breeze. What I loved about her class was that there was no judgement. She didn't make me feel small, or inadequate. Like a mother duck, she treated me like an injured duckling and tucked me in just a little more under her wings in her quiet way till I healed.

Heal I did and went on to work in banking with the confidence of knowing what to do with numbers. I haven't forgotten her kindness. Which was natural. It was just 'her being her' every single day.

Thank you Ma'am."

Sukhie Vohra
Class of PGP 92

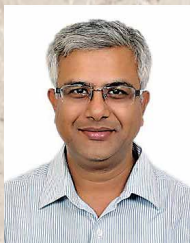
Greetings Professor Vatsy,

Whenever friends from PGP 92 meet, the discussion invariably revolves around war stories about difficult subjects, quizzes and examinations during our days on campus. Your subject seldom featured in those conversations. Not because it was super easy, but that you made it so. You demystified the world of finance for us. Many of my finance-phobic friends started loving the discipline after attending your classes. For me, your course crystalized my career choice and built its very foundation. For that, I am eternally grateful.

But you were more than a teacher, Professor. You were a guide, a mentor to many of us. You held our hand, when we were thrown into the deep end, and taught us how to swim. You helped us cope with the high pressure environment which many of us experienced for the first time in our lives. Especially for a commerce grad like me who had not experienced work pressure. Thank you for that Professor.

I can say for sure, how the entire batch of PGP 92 feels about you. We, of course, admire you and respect you. But most of all, we ALL just love you! Thank you again professor for helping us shape our future!

Dhiraj Agarwal
Class of PGP 92



"I had two brief encounters with Prof. Vatsy. I had three years of work experience before my MBA and had applied for admission to the FPM and PGP programs. My FPM interview was taken by Prof. Vatsy and Prof. Vaidyanathan (this was in 1992). For a FPM program,

it is usually assumed that aspirants needed to have clarity on the subject and the proposed area of specialization. I had neither. I did not know anything in Finance. To the credit of the interview panel, they selected me despite knowing they were taking a huge risk! My first lesson from this brief encounter – "It is not the functional skills that are important. Attitude and potential are more important." When I meet people and am in a position to evaluate, I remind myself of this personal learning.

Prof. Vatsy had taken a part of our core course on Corporate Finance. That was perhaps the last set of sessions she took before retirement. I recall her energy in the classroom. She would wear an elegant saree and PT shoes to the class! What struck me more than anything else was her student friendly and motherly disposition. I wish she had taken the full course! She was terrific!

Prof. Vatsy has lived a full and lovely life. Even now, her sharpness and unconditional love for others comes through in her conversations. Her concern for her husband despite her own fragile physical condition is admirable. I am reminded of an apt phrase that encapsulates her persona for me – "People will not remember you for what you did but will remember you for how you made them feel!"

S. Parthasarathy
Class of PGP 94



Visions of Wider Horizons for Management

STUDENTS who are entering the University of Madras in Commerce to open their eyes to the world beyond their own shores are being equipped with the necessary tools for success in the global market. The University of Madras, through its Commerce Department, has been offering a wide range of courses in Commerce, including Bachelor of Commerce (B.Com.), Bachelor of Business Administration (B.B.A.), and Bachelor of Management Studies (B.M.S.). The University is also offering a variety of postgraduate courses in Commerce, including M.Com., M.B.A., and M.Phil. The University is committed to providing a high quality education to its students and to preparing them for the challenges of the global market.



An academic in the Indian Institute of Management, Bangalore, Mrs. Vatsy Nagarajan is not enthusiastic about the pervasive use of mathematics in social sciences. She feels that management education in the country has increasingly become quantity-oriented.



The country's Chartered Accountants (CAs) are not enthusiastic about the pervasive use of mathematics in social sciences. They feel that management education in the country has increasingly become quantity-oriented. The CAs are concerned about the quality of education and the relevance of the curriculum. They believe that management education should focus on developing the skills and attitudes of students, rather than just on rote learning and examinations. They also believe that management education should be more practical and should provide students with the necessary tools for success in the global market.

