



CATKing IIM Bangalore

WAT PI Workbook

Congrats for Getting an IIM B Call!

How to use this workbook?

This is a consolidation of **19 IIM Bangalore, WAT PI Experiences**. These are consolidated from various online sources.

IIM WAT and PI is conducted across India at Bangalore / Delhi / Kolkata / Hyderabad / Mumbai.

This Booklet gives you the Candidate Profile also in most cases, for you to understand the Personal Interview and relate to it better.

After reading the entire Document you are required to check on your CATKing IIMWATPI Super 30 Dashboard.

1. Build Your Interview Skills (Videos from IIM and SP Jain Alumni)
2. Functional Dossiers: If you want to pursue an MBA in Marketing, choose that dossier first.
3. SOP / Application Forms (Check out Jagesh Golwala (IIMA), Raj Doshi (IIMA), Jay Gosalia (IIM B))
4. Sample AWT from the dashboard to understand the Structured Approach. WAT / AWT / AWA – All of these are same terms of Writing test assignment conducted across various IIMs.

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Summary- What IIM Bangalore looks for?

- Good Academic Background
- Work Experience is a major plus point
- Professional Courses like CA and CFA are given weightage
- Personal Interview Evaluates Candidates on Qualities of – Focus, Clarity of Thought, Learnability, Ability to handle pressure, Decision making skills, Discipline and logical deduction,

Prerequisite

- Form to be Submitted (Interview)
- Resume (not mentioned, good to carry)
- Original Documents along with photocopies

Insights - Writing Ability Test

- Time Allotted is 10-30 minutes
- When given an abstract topic time allotted is less
- When given a specific topic for in-depth analysis time is given separately for ideation and writing

Sample WAT Topics -

1. Women empowerment made a bad impression by looking at the question before they started the timer. They warned me not to look at that
2. Traditional way of learning (Rote learning and memorisation) vs modern way of learning (Activity based) and their merits did reasonably well.

Insights - Interview

- Interview time - 20-30 Minutes. (Sometimes as low as 10 mints)
- Interview Panel Details - Only 3 people (Generally two Professor and One Alumni)
- Interview Type - Stress Interview (like Calcutta) (Detailed Interviews check your through knowledge of subjects and Current Affairs)

Interview discussion Pointers – (as per IIMB experiences of last five years)

Be completely prepared with anything and everything from SOP and form.

They will go into details of everything you speak about in the interview. (level1- what do you know about Indian Economy level2- what do you think about GST, level3- how has GST affected the sector you work in).

They can ask basic current affairs (Indian economy, president, Kashmir Issue). Might ask about what you write in WAT Assessment

It is absolutely fine to ask for time before you answer (they often expect you to think about a solution when they ask you about a problem at hand).

It is fine if you are anxious and you need not portray a brave face being real with your emotions is better. Be prepared to answer everything about your work experience or about your favourite subjects if you are a fresher.



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Interview and WAT Experience – 1

Both WAT and PI were conducted online and both of them were on different dates.

WAT Topic: Comparison between allopathy and homeopathy and which treatment will you recommend to the government of India.

PI Experience

Three panelists – 1 Alumni (P1) and 2 Professors (P2, P3)

P2 - Good Morning. Welcome to the PI process of IIM Bangalore. (Introduces the other panel members and lays out how the interview will proceed). We will try to make this experience stress free and all the best. (Over to P1)

P1 – Good morning. Hope you didn't get anxious while you were waiting for the interview

Candidate - I was able to relax myself and am feeling confident now.

P1 – Nice. It is good to know that it helped you. Ok. Let us get started with the interview. Since you have worked in an energy company, what do you think about the energy scenario in India?

Candidate – India's energy needs are hugely reliant on coal and thermal energy. Apart from energy demands are generated using the hydroelectric projects. Recently there has been a push to adopt green energy.

P1 – What do you think about solar energy?

Candidate – Manufacturing of solar panels has been on the rise but still in my opinion it has to go a long way in meeting significant levels of energy needs.

P1 – Ok. What is this buzz around green energy?

Candidate – Green energy helps us to meet significant levels of energy and it also helps us in reducing carbon footprint in India. The call for its adoption has been growing in light of the recent extreme climate change events and the conferences such as Paris Climate Treaty, 2015.

P1 – Can you explain what this Paris Climate Treaty is about?

Candidate – Yes. The conference attempted to address the issues related to global warming. Their main thought process was to limit the increase in the global temperature by the end of the century not more than 2 degrees Celsius and at the same time aggressively adopting steps to limit the increase to 1.5 degree Celsius. Suppose if the increase was to be more than 4 degrees Celsius then a lot of economic and political issues can take place and slowly the earth can become more inhospitable to the future generations.

P1 – Ok. I understand that. Now let us go through your SOP. I went through your SOP and you had mentioned your long term goals. But I would like to understand one thing from you, since you are an engineer by background you can try for software jobs and get higher packages. Why IIM B?

Candidate - (Mentioned why MBA answer and how I will get to learn various facets of business which will help me in the long run)

P1 - I am done. Over to you professor (P2)

P2 - Ok. Now let us start. Let us talk about your company and your work experience.

(This part of the interview was more oriented towards the company related questions, and the management structure of the company - CEO, Chairman. Then the questions were more about the history of the company and the impacts of the incidents. (Note: For candidates with work from a MNC, be thorough with the company, CEO, Chairman, history of the company, any M & A related to your company and suppose if it is listed in public how it is faring and the sentiments of the investor))

P2 - (All the questions were related to work ex). Now, the professor (P3) will take over. Over to you, sir (P3).

P3 - Tell me about the three significant things/events from technology which has made a huge impact,

Candidate - First, will be the development of the space industry. Even though there is a lot of opposition against spending huge bucks in the space program development, in my opinion I believe that the advancement of the space program has helped humanity advance by leaps and bounds. Second, will be nuclear energy and the final one will be the internet.

(Cross-questioning for a few mins based on my response and the interview concludes)

P2 - Your interview is over and now you can log off.

Candidate - Thank You.

Interview and WAT Experience – 2

Online Zoom Interview for PGP 2021–23

Scheduled time: 10:00 am

Background: 10th: 10.0 / 12th CBSE: 90.4% / UG: 9.87

Mechanical Engineer with 33 months of work experience in the Plastic Manufacturing Industry based in Dubai.

Background:

I had booked a private meeting room for the interview since I wanted to be free from any distractions and not face potential internet connectivity snags.

Prior to that day, I had to take permission from my manager for this interview (For obvious reasons, I didn't state to him why I would be late that day).

I reached the venue and settled down to drink a glass of water. As I reclined on the chair in the room sinking at the moment, I looked back at the grind I had to face for the past 1 year to get to that interview day.

With every nearing movement, I became restless, quite unsure of what the interview holds for me in store. I set up my desk in that private room, set up my laptop, and logged into the zoom waiting room. It was 10:15 am already, and I received an email from IIMB stating that the interview had been deferred by an hour.

That was it. My anxiety was through the roof!

The next one hour felt like the longest hour of my life. I thought of glancing at the macroeconomic data of India and had expected questions related to economics (since my WAT performance was satisfactory as per my standards). But later, I decided against referring to anything at the 11th hour.

The next hour was spent by me strolling back and forth inside the room. Finally, I joined back the zoom meeting room after an hour to meet the interview panel around 11:30 am.

2 Prof (let's call them P1 and P2), 1 Alum (let's call him A)

During the entire interview, P2 occasionally smiled and was cheerful overall.

P1 looked disinterested and occasionally looked straight at the screen. Alum had a stoic face, not giving away any emotion.

I greeted both the Profs and Alum. Showed my credentials

P1: Hello Rahul, Good afternoon. Are you in Dubai right now?

Me: Yes Sir, I have joined you from Dubai.

Alum: So, which all US universities have you applied to.

Me: Sir, I applied only to IIM Bangalore. (I had only applied to IIMB)

All 3: *In disbelief* Yaa right. *All 3 smile* * Chuckles all around*

Me: But. That's the truth, Sir!!

P1: That's alright. So Rahul what do you do?

Me: *Started with a well-prepared answer* I'm Rahul. I have been working at a plastic manufacturing firm in Dubai for the past 2 years. I manage 2 plants and am responsible for maintenance *Fumbled in between* *Did not end as I wanted it to* *Strike One*

Alum: So Rahul. Yours is an interesting profile. You are into the plastics industry. Do you think you're doing the right stuff by working here?

Me: You mean am I being ethical?

P2 joins in: Yes exactly. Aren't you harming the environment?

Me: Sir, But the concept of being ethical is subjective. Every industry faces the same issue. Even finance faces such ethics issues.

P1 jumps in: Answer the question...!

Me: I do believe that there is a bit of harm involved here. But if you look on the other end, the plastic we produce is used in the vital pharmaceutical industry. But if you ask me, in the long run, I would not want to be involved in this industry.

Alum: Choose from the two options: "High paying job where you harm the environment or a low paying job with no harm to the environment"

Me: Sir, I would choose the low-paying one....

Alum: Alright. I'm done.

P2 takes over

P2: Who is the director of your company?

Me: *Answered*

P2: What is the annual revenue of your firm?

Me: Around AED 10 million annually (Now this is something I had remembered vaguely. Later, I realized that this data is available on zoom profile online from which the Prof referred for validating my answer)

P2: What is the profitability of the company?

Me: Uh...Sir profitability!!? It's not a...

P2: Oh yes.. it is not a public firm

P2: So you are from Madurai.

Me: Ah yes. Sir, my mother is from Madurai.

P2: Can you compare the population density of Thanjavur and Madurai.?

Me: Ahhh. I think Madurai must be densely populated since it has traditionally been a bigger city than Thanjavur.

P2: By that argument, Delhi is denser than Tokyo. What are the values of population densities?

Me: My apologies Sir. I am not sure.

Alum: So Rahul. You have worked on oil spill clearing drones in your undergrad. Something major happened in 2020. Could you tell me what happened? It was near Siberia.

Me: I'm not sure Sir.

Alum: It was an oil spill in Russia. Alright, what's the annual plastic generation in the world?

Me: *Answered*

Alum: So what % of plastic ends up in the ocean?

Me: I am not sure Sir. *Gave a random number*

Alum: So, a lot of plastic ends up in the ocean. Now can you correlate the plastic in the ocean and the Siberia incident in 2020?

Me: *Inner fictional writer activated* Siberia is in eastern Russia. It's an icy region. Maybe there was a ship capsizing due to the plastic which ended up in the ocean, creating an oil spill.

All P1, P2, Alum laugh out loud

Me: *Gave a faint smile*

P2: Which question are you comfortable with Production or Maintenance?

Me: Let's go with Production.

P2: Okay. What is ERP?

Me: *Answered*

P2: Who is your manager? And how many report to you?

Me: *Answered*

P2: So Rahul, you are working at this plastic company now. Where else you have worked at?

Me: I have interned at Emerson

P2: Emerson is fine. Which one do you think is competitive? Emerson or your current firm?

Me: Sir. But both operate in different sectors. Emerson Rosemount is in Oil & Gas business. Comparing would be like comparing apples and oranges..!

P2: Do you consider yourself competitive or were you some aam student in your undergrad.?

Me: Sir, I get it. I consider myself competitive.

P2: Then answer my question

Me: Sir, I think Emerson is very competitive. They have expanded all over the world. So naturally, they must have been.

P2: Can you compare the structure in Emerson and your current company. List 2 points?

Me: *Answered*

P2: What percentage is operating at your current firm?

Me: I don't know. I think it must be around 25%

P1: So, Rahul you have mentioned in your SOP that you produced some plastic shields for COVID. How many did you produce?

Me: Sir around 2500

P1: So you have mentioned in your SOP that the failure of the face shield has led you to choose a career in management. Is that right?

Me: Yes Sir

P1: What could you have done differently.?

Me: Sir, I was ready to scale up the production of the face shield. But the management was not in approval of that.

P1: So you blame the management now?

Me: I'm pretty clear on my stance Sir. Yes, I do blame them.

P1: I think we are done here. Any questions for us?

Me: No Sir.

P1: Thank you, Rahul. You can drop off

Interview over

Interview and WAT Experience – 3

WAT Topic: Reasons behind the recent glacier outburst in the Chamoli district of Uttarakhand. I was up-to-date with this particular topic, so I believe I wrote a decent essay.

P1:

There were three male professors in the panel. I will be referring to them as P1, P2 and P3.

Me: Good afternoon, Sir!

P2: Good afternoon. Show me your id proof.

Me: Showed him.

P2: Ok.

P1: Do you know CAD?

Me: Yes, sir.

P1: What is the full form?

Me: Computer-aided design, sir.

P1: Asks a few more questions on CAD. I was able to answer most of them. The professor offered a few hints when I was unable to answer a question. Then he moved on to the next topic. What is the inverse of a matrix?

Me: Told him

P1: Asks a few follow-up questions. I was able to answer all of them. He seemed satisfied. I'm done, Ashutosh.

Me: Thank you, sir.

P2: Did you sit for placements?

Me: Yes, sir. Told him where I got placed.

P2: Why do you want to do an MBA now? You seem to have a decent CGPA in your undergrad. You surely can ace the CAT exam again, given your background. Why not try after gaining some work experience?

Me: Told him a well-rehearsed answer.

P2: Interrupts after every statement that I make. That is a rehearsed coaching institute answer. I'm still not convinced. Anyways let's move onto your SOP.

Me: (gave an embarrassing smile) Ok, sir.

P2: Asks a few questions related to my SOP and grills me there as well. Ok, Ashutosh, I'm done.

Me: Thank you, sir. Slightly relieved that he stopped, but I was pretty much convinced that I had lost the battle.

P3: (smiles) Hi Ashutosh. Asks a few questions related to the positions of responsibility I held at IIT Madras. (Had mentioned it in my SOP).

Me: This was my strong suit, and I had to seize the opportunity. I explained all about my work and how it helped me grow. I was asked a few hypothetical questions as well.

P1: You mentioned data science in your SOP. How is your job related to the field?

Me: Explained. There were a few follow-up questions as well.

P2: Ok, Ashutosh. We are done. Do you have any questions for us?

Me: No, sir.

P2: Ok. Thank you.

Me: Thank you, sir. It was lovely talking to you.

P2: (smiles for the first time) Likewise. Even though I pushed you a bit, I enjoyed our conversation. You can leave now.

Me: Thank you, sir. Pretty much convinced I won't be meeting him at IIM Bangalore.

Verdict: Direct convert

Interview and WAT Experience – 4

Written Ability Test (WAT): 11th March 2021, 8:30 am. It was conducted online.

Topic: Intensive irrigation and excessive use of chemicals cause degradation of land. But it is inevitable owing to increasing demand. Discuss and suggest measures to mitigate this challenge.

We were given 30 minutes to write ~250 words. I was blank for the first 3 minutes or so, as I felt I had no idea on the subject. Nevertheless, I started with an introduction paragraph (just rephrasing the topic), came up with two points (that's all you need) and elaborated them in the next two paragraphs. The WAT at IIM-B is more of an elimination process, so as long as you are structured, coherent and grammatically correct, you're good to go.

Online Interview. 22nd March 2021, 4 pm

Panelists - P1 (Male, mid 50s), P2 (Male, early 30s), P3 (Male, early 40s)

P3: Hi, please show me your ID proof.

I showed him my PAN card.

P3: Do you know what the letters in the PAN indicate?

Me: I know that the fifth letter in the PAN is the first letter of my name. I'm not aware of the remaining characters, sir.

P3: Cool (looks at P1) You may proceed, sir

P1: So Gopi, briefly talk about your company and your role at your workplace.

Me: Explained. Emphasized on a project with a major healthcare client.

P1: So how much domain knowledge do you have in healthcare? And do you make decisions on healthcare projects in your company?

Me: Explained with an example that we would need specific information while doing a particular project to understand and diagnose an ML model, so domain knowledge helps. But I haven't been involved in the business decision making process yet. And that's exactly why I would like to do an MBA.

P1: What would you like to do after your MBA?

Me: Explained.

P1: So the government spends a lot on subsidizing education at the IITs. But clearly, your chemical engineering degree is just for showcase, isn't it?

Me: Talked about how most of the learning at the IITs happen outside the classroom and that's how I was able to build my skills in the analytics domain. It's not really necessary for a student to contribute in the same branch that they studied in undergrad.

P1: What will happen once you come to an IIM then? Will you ditch the course curriculum for "out-of-classroom" learning?

Me: No sir, the courses taught during MBA impart the necessary skills for you to thrive in the corporate world and are very relevant to the industry, unlike the B.Tech curriculum.

P1: Ok. Can you talk about some computer vision use cases using ML in finance or manufacturing?

Me: Talked about using deep learning for handwritten OCR in financial institutions and automatic detection of product defects in manufacturing.

P1 was satisfied, and P2 took over.

P2: Companies like Flipkart and Tesla don't produce huge profits, but they are still very valuable. Why do you think that's the case?

Me: (after thinking for some time) They have captured a huge market share and built a solid customer base. Additionally, they have also succeeded in marketing their respective brands. Investors would always value a company based on the return that they get while selling their stake. Maybe they see a lot of potential business growth in these companies, so they are valued highly.

P2: Okay. Next, imagine you're a CEO and the previous CEO of your company was fired for corruption. As the next CEO, what would be your first steps?

Me: I fumbled big time while answering this. I talked about setting up an internal committee to identify the reasons and audit any future transactions. I know it sounds stupid, but this was the first time I felt just a hint of nervousness in the entire interview.

P2: (thankfully, he moved on) How do you keep yourself updated with the latest happenings in the tech world?

Me: I don't follow any particular source sir, my Google News feed takes care of it. (P2 smiles) At times, I read AI news, The Verge etc

P2: So apart from your project, can you talk about any other application of computer vision in the healthcare domain?

Me: Talked about Brain Tumor Segmentation

P2: Okay, I'm done.

P3, who was smiling throughout the whole thing, then took over.

P3: Most of the questions have already been asked, but I would like you to talk a little more on the CEO question (oops!) Setting up an internal committee? Will that really be your first step?

Me: (after half a minute of thinking in vain) Sir, since the image of the company may have been tarnished, I would also put out an official communication to the shareholders to assure them that this wouldn't happen again and all necessary action has been taken.

P3: (not satisfied, but still smiling) Can you think of something else?

Me: (in a last minute attempt to salvage the whole thing) Sir, I don't know why, but I'm not able to think of anything else right now. (insert cold sweat emoji)

P3: That's fine. Think about it when you get the time. So, what are your hobbies?

Me: I usually spend my free time reading books, watching cricket or playing chess.

P3: What was the last book that you read?

Me: The Black Swan by Nassim Nicholas Taleb. It talks about black swan events; events that are highly improbable but have an extreme impact like the 9/11 attacks or the 2004 Tsunami.

P3: So how do you protect against such events?

Me: It depends on the kind of event. But crudely, there is the barbell strategy where you first hedge for the worst possible outcome, and then take risks on top of that. For example, in investing that would mean around 85% of the portfolio invested in low risk assets and the remaining in extremely high risk assets. This ensures that you have limited downside, but unlimited upside potential.

P3: Okay, last question. Who is your favourite chess player?

Me: Mikhail Tal

P3: Agadmator's youtube channel?

Me: (Lol) Yes, sir

P3: That's it, we are done. It was nice getting to know you. All the best!

Overall Experience - Very friendly and chilled out panel. It was more of a conversation than a typical interview. The overall interview was for exactly 20 minutes.

Verdict: Selected :)

Interview and WAT Experience – 5

WAT Assessment

Something related to whether India needs more managers or more entrepreneurs.

Personal Interview

3-member panel. 2 Male (PANELIST1 and PANELIST2), 1 Female (PANELIST1)

Duration- 30 to 35 minutes.

Candidate- Good morning everyone. * That smile which says that I've got no idea how I'm here, care to explain? *

Panelist1- Good morning X. Before we even begin, I'm curious to know your story. Engineering to IT to Banking to UPSC and now leather industry? What are you?

Candidate- *Hysterical laugh*

Panelist1- Funny story ahead, eh?

Candidate- Long story ahead Mam. *Explained about the typical Indian engineer who gets a spot in those mass recruiting MNCs and starts giving government examination*

PANELIST1- That's familiar. But what made you resign a secure public sector bank job? Weren't you set for life?

Candidate- That's exactly my issue. I don't want to be set for life. That air of familiarity until I turn 60 scares me. That's why I'm trying to explore as much as I can when I'm young.

PANELIST1- That's interesting. And what about the stint in the leather industry? Are you planning to run your dad's business? Why do you need an MBA then?

Candidate- I wish I could, but a year into managing it, I've realized that this whole entrepreneur hullabaloo is far from the word "cool" as it is usually presumed. Issues pop up right from product development till delivery and especially when you run a small scale business there's a huge possibility that one could go broke. I loved the thrill and the profit that followed, but every time we made a loss due to some government regulation or the weather, I'd think about 5 years down the lane. Thus, I'm here.

PANELIST1- Neat. Government regulations? What issues did you face?

Candidate- *Explained about the leather industry, how finished leather is made, how it pollutes and about government regulations*

PANELIST1- Well then, I guess it's better that we shut down the leather industries and save the rivers. What say?

Candidate- I wish it was that easy. *Gave the labour count in the leather industry, how it stands in exports, the impact it has on the economy and the steps government is taking*

PANELIST1- So, you say that Veg-tanning helps in reducing the effect compared to chrome tanning? Why can't you all move to veg tan then?

Candidate- Sir, how much does your wallet cost?

PANELIST1- Umm. I'm not sure. Why?

Candidate- If it falls somewhere around 300–400 Rs, it's chrome tanned. And an average Indian doesn't spend more than that for a wallet. If we move to Veg tan, most leather products would be out of reach. That's why High Design and Caprese stay up there.

- You know your stuff.

PANELIST1- *hands over his wallet* Analyse this. What leather is this? How much would it cost you? How can you make a profit?

Candidate- *Explained* If you let me tear it a little, I can even test its quality.

PANELIST1- *Laughing* Nah. That's a gift.

Enter PANELIST2.

PANELIST2- Any idea about things happening around the world?

Candidate- *UPSC brain pumps up* Totally.

PANELIST2- What's the issue with the US and China? How does it affect us?

Candidate- *Explained happily*

PANELIST2- Any idea about the NPA issues that are making rounds?

Candidate- Yep. *Explained*

PANELIST2- Alright alright.

PANELIST1- So, what else do you do when you're not changing careers, studying and reading newspapers?

Candidate- I write Mam.

PANELIST1- Really? Where?

Candidate- In my journal, on Quora, on Instagram, on any blank paper every time a thought pops up.

PANELIST1- What do you write about?

Candidate- About my travel stories, the people that I meet, the books that I read, the memories that I cherish, the lessons that I learn, the experiences which I've been through, my grandma, that neighbour uncle, that stranger on the street, and everything under the sun.

PANELIST1- You talk well. Quora, you said? *Googles my name* Oh wow. The first answer you've written is about why one should vote for Modi!

Candidate- Oops. Just an opinion and the schemes that he has brought in the past 5 years. Nothing much.

PANELIST2- Well, after the disastrous demonetization and yet to improvise GST, why should I vote for him?

Candidate- That's exactly why Sir. Agreed that it didn't go well. I was working in a Public sector bank when that happened and I'm sure you understand what I might've been through. But on the other hand, one needs guts to take up a decision like that. I'm sure the Prime Minister knew that his seat would burn if things go awry but he still went ahead with it. Not everything that you try succeeds, but what matters is whether you have the guts to make a hard move. I admire leaders like that irrespective of the political parties.

PANELIST1- Valid point from a debating perspective. 20 million views. Quite impressive. Talk about the places you've travelled to and one interesting person that you've met there.

Candidate- I'm a regular Sir. Been writing for 2 years. *Shared a story*

PANELIST1- Sports? I'm pretty sure Chess is on the list.

Candidate- Bingo. Add Badminton and that's the whole package.

PANELIST2- Any plans to barge into Twitter?

Candidate- Soon enough sir.

PANELIST1 turns to PANELIST1 and PANELIST2 with a smile - Anything else gentlemen?

PANELIST1 and PANELIST2- We have heard a lot. Let him go have tea.

Candidate- *Smiling like I've got no idea how the interview went but happy that it ended without any awkward moments* Thank you, everyone. Have a great day ahead!

Interview and WAT Experience – 6

WAT Assessment

Topic: Women empowerment made a bad impression by looking at the question before they started the timer. They warned me not to look at that.

Personal Interview

When I entered inside, there was a 5m distance between the chair and the table. So I moved the chair to the front.

PANELIST2: We didn't ask you to come front. Keep that where it was.

(Again, a bad impression)

PANELIST2: your name is unique and strange, how you got that?

Candidate: It is a biblical name, sir.

PANELIST2: Do you know anyone with your last name?

Candidate: No, sir. (I didn't know much about the anti-semiticist poet Ezra Pound then, so I thought it's better not to tell them this)

PANELIST1: Why statistics?

Candidate: I came up with a cooked-up answer which I am embarrassed to write it here. I had mentioned something about biology in this part.

PANELIST1: How is biology related to statistics?

Candidate: Biostatistics, sir

PANELIST1: Any application of biostatistics?

Candidate: Clinical trails, sir.

PANELIST2: what is that? Explain that to us?

PANELIST1: We don't know that much statistics, so talk in layman terms. (He pretended like that)

I tried to explain but I wasn't able to cope up with the PANELIST1's cross questions. I was too tensed, so in the middle of the interview once I said, Aiyoh, illa (Which means, alas, no in Tamil).

The interview went in the same direction for more than 30 minutes.

PANELIST1: I did understand nothing from what you have told.

PANELIST3: How did you come from Chennai? (His first question)

Candidate: Double-decker train.

PANELIST2: For such an interview, you came this long by booking train and all.

Then there were some questions about Tamil Nadu politics, I answered them with a numb feeling. And then it was over.

Interview and WAT Experience – 7

AWT Assessment

Topic: Traditional way of learning (Rote learning and memorisation) vs modern way of learning (Activity based) and their merits did reasonably well.

Personal Interview

PANELIST2 called me around 4:20. I went inside. PANELIST2 didn't come in immediately.

The distance between the chair and table is again around 5m.

PANELIST1: Have a seat. But don't move the chair to the front. We kept it there on purpose.

I took the seat with a big smile in my face. I wasn't able to stop thinking about the past interview.

PANELIST1: Galef, isn't Galef so unique? What does that mean?

Candidate: Told the story of how doctor changed Caleb to Galef.

PANELIST1: You could have changed it no?

Candidate: As the legal procedure takes time, I didn't do it. (PANELIST2 came in)

PANELIST2: You could have changed it before Xth board exams.

Candidate: I became aware of this when I started reading the English Bible, which happened in my second year in college.

PANELIST1: weren't your parents aware of this mistake?

Candidate: They also don't read the English Bible, so they weren't aware.

PANELIST1: So you don't have separate letters for p, f and b in Tamil?

Thankfully, PANELIST2 is also from Tamil Nadu, he also started answering this.

"No", We told in unison.

PANELIST1: And for Ga, Ca, Ka?

PANELIST2: No.

(I was thinking not la, zha. As I can't distinguish them)

PANELIST1: but you have three la's?

PANELIST2: Pronounced the three la's perfectly. (I was relieved)

PANELIST1: Why statistics?

Candidate: (With a smile) I was interested in maths. Applied for maths and stats in Loyola. I got admission for stats. So I joined.

PANELIST1: What is confidence interval?

Candidate: Told the definition.

PANELIST1: I am expecting a more clear answer from someone who did statistics.

Candidate: Told the wrong definition as I was tensed. (The population parameter lies in the 95% interval estimate)

PANELIST1: Whether these two definitions are the same?

Candidate: I told no. But couldn't justify why they are different.

PANELIST1: When you have 100 samples, how you would get a 95% confidence interval?

Candidate: Explained. Mentioned sampling distribution somewhere.

PANELIST1: Is exponential distribution a sampling distribution?

Candidate: No, Mam, it's a discrete distribution.

PANELIST1: Is that so?

Me: No, Mam, it's continuous distribution. I confused it with the poisson.

PANELIST1: Why normal distribution is so important?

Candidate:

- Most of the natural phenomenon follows normal distribution
- Sampling distribution tends to be normal for larger sample size.
- Discrete distribution can be approximately into normal distribution

PANELIST2: When sample size is more than 30 we tend to use normal rather than sampling distribution. Why 30?

Candidate: Tried to explain. Didn't go well. Mentioned about t and z.

PANELIST2: When do we use z over t-test?

Candidate: When the sample size is greater than 30 and population variance is known, we go for z test otherwise t-test.

PANELIST1: Why do we use Z over t-test?

Candidate: I repeated the same answer.

PANELIST1: I asked why not when

Candidate: I took time. She gave me hints and I finally arrived at the answer. We tend to use t because we will have a broader interval estimate for the smaller samples.

(I thanked her for the simple explanation)

PANELIST2: Why statistics? Why not engineering?

Candidate: Told some personal reasons. I was interested to join St. Stephens as well. But my parents were afraid to send me to Delhi. They wanted me to be in Tamil Nadu.

PANELIST1: Then why not NIT Trichy?

Candidate: I wasn't even aware of JEE. I applied for that along with my friends. I ended up scoring in single digit.

PANELIST2: Single digit, seriously? Then how did you score in CAT?

Candidate: As I had done my schooling in Tamil, I tried to translate the questions in Tamil and answered some.

PANELIST1: vernacular medium? But you are talking well, how did you improve?

Candidate: I watched sitcoms and I read a lot.

PANELIST2: How Reading helps?

Candidate: I learned new vocabularies and checked the pronunciation and the usage and I started using it.

PANELIST2: What do your parents do?

Candidate: My father is a conductor and my mother is a primary school teacher.

PANELIST2: What is your first job?

Candidate: Told about CMC, Vellore, research project.

PANELIST1: Why did you switch?

Candidate: I lost too much weight too quickly as I was having food outside. There were limited hotels since I was in a rural area. So I quit and went home and took a gap then I got this opportunity with 2IIM. It's an IIM Bangalore alumnus venture. That opportunity was too good to pass up. So I joined here.

PANELIST2: Isn't CMC in the main part of city, nearby railway station?

Candidate: Yes, sir. That is CMC hospital. I worked in college, which is in Bagayam.

PANELIST1: What did you learn from the IIM B alumnus? Candidate: Explained clearly.

PANELIST1: Isn't your organisation Fermat Education? What do you do?

Candidate: Told about piverb our school product and online cat product.

PANELIST2: What is piverb? Give me an example

Candidate: Told the prepared answer.

PANELIST1: What is your role?

Candidate: Digital marketing and talked about SEO.

PANELIST1: Who are the competitors and how you are different from them?

Candidate: Explained clearly with enthusiasm.

PANELIST1: Where do you see yourself after an MBA?

Candidate: In the analytics field, as a business analyst.

I am really interested in analytics. I did some course in coursera taught by Andrew NG. I like learning more about regression, classification and clustering.

PANELIST1: then why MBA? why not MS in analytics or MSc Statistics?

Candidate: The peer learning and the opportunities would be great. I always longed for an opportunity to study with the top minds of the country.

After I joined the Fermat Education, Rajesh sir inspires me to do an MBA every day.

PANELIST1: We are done.

PANELIST2: You can leave.

Candidate: Sir, do you remember me? I was interviewed by you last year as well. I did really bad last year.

PANELIST2: No, I don't remember. We are taking a lot of interviews every year.

(Took some time)

Don't worry, we will judge you on the basis of how you have done today.

Candidate: Thank you, sir. Thank you, Mam.

Interview and WAT Experience – 8

WAT Assessment

(Duration: 30 minutes, 10 minutes to think, 20 to write): Traditional rote based learning (memorization techniques) are largely replaced by modern activity based learning system. Compare the two of them and discuss the merits and demerits of each. 5 minutes break was given. Interview started at 2:35 PM.

Personal Interview

There were 2 panel members.

PANELIST1: Prof R Narayanaswamy (Male around 45-50 yrs)

PANELIST2: Prof Rajluxmi V Murthy (Female around 45-50 yrs)

After a wait of around an hour, PANELIST1 called me at 3:20 PM for the interview. Entered the room, greeted them. PANELIST2 told me to keep my file on the other table as they didn't need it. They already had My SOP and Personal data form on their table. (Same room as WAT and same people as panel members)

PANELIST2: So you mentioned in your SOP that Jharkhand is a land of mineral resources, so is it a boon or bane? (Meanwhile PANELIST1 was looking at my form on his laptop)

CANDIDATE: I like to think it as a boon. Because it creates employment etc etc....

PANELIST1: But you didn't listen to the question. Is it only a boon or is it both and why?

CANDIDATE: Sir, nothing can only be boon. If I will look at the other side of it, it is a bane. Gave example of plight of people of Jharia. And pollution.

PANELIST1: So, Why do you think your state is not so developed and facing these issues?

CANDIDATE: Told. Also told that some cities like Bokaro and Jamshedpur are clean as well as developed too.

PANELIST2: So, Why do you think those areas are developed and your town is not?

CANDIDATE: Because of the vision. The companies like TATA and SAIL are there utilizing the resources properly.

PANELIST2: Have you been to Bokaro?

CANDIDATE: Yes ma'am there are two Bokaro in Jharkhand. Bokaro steel and Bokaro thermal.

PANELIST2: So, which one have you been to?

CANDIDATE: Both.

PANELIST1: They must be very close right?

CANDIDATE: No sir both are far and very different places.

PANELIST2: So, Bokaro steel is in which direction with respect to Ramgarh?

CANDIDATE: (What is happening here) Ma'am I don't know.

PANELIST2: But you can tell by the direction of sun?

CANDIDATE: I used to be in bus usually as Bokaro is in between my hometown and college.

PANELIST2: Can't we see direction in bus?

CANDIDATE: Yes ma'am we can, but I haven't paid much attention towards it.

PANELIST2: Major mineral resources factories in your hometown?

CANDIDATE: CCL, IFFCO, BCCL etc.

PANELIST2: So, What will you do to make your area developed?

CANDIDATE: (Thought for 10 seconds. Could not think of anything. Somehow managed) Infrastructural improvement and land which are empty will put into use. (PANELIST1 was smiling sometimes and observing me keenly. He was looking at my form too)

PANELIST2: So, you must have received Gold medal?

CANDIDATE: Ma'am I will receive when my convocation will happen. (Both seemed quite surprised).

PANELIST1 and PANELIST2: Why? It's not over?

CANDIDATE: Ma'am in my college it happens late for every batch. (a little embarrassed)

PANELIST1: So, I can see that you had a pay cut of 1/5th of your salary, still why did you switch? Did TCS ask you to leave or You were not getting time to prepare?

CANDIDATE: Told my prepared answer and aligned it with my long term goal etc etc.

PANELIST1: But people generally don't do that. Anyways, what is this organization in which you are working?

CANDIDATE: Told.

PANELIST1: (Laughs) Oh now I can see. You must have thought through this. You are an Agrawal na. They are very good in business.

CANDIDATE: (Laughs) Sir, money was not a factor here. And my dad is in service, :p

PANELIST1: Oh then that's disappointing, Coz Agrawals are famous for business.

CANDIDATE: Smiles

PANELIST1: So what do you like to read?

CANDIDATE: Takes 5 seconds pause. Sir mostly..... Interrupted

PANELIST1: Do you even read or not?

CANDIDATE: (I should have answered quickly) Sir, I like to read moral based story books like Panchtantra.

PANELIST1: (With a sparkle in his eyes) Oh wow Panchtantra. Do you remember any story?

CANDIDATE: Told the famous crocodile and monkey story.

PANELIST1: But that's very common. Any other?

CANDIDATE: Told one in which how scarcity of money led to disagreements in family.

PANELIST2: But isn't this opposite? Generally more money leads to disagreements. We have heard right that more money leads to quarrels?

CANDIDATE: Yes ma'am, that too is the case. But it depends. Both the situation can lead to disagreements.

PANELIST2: So, according to you what is the optimum amount of money?

CANDIDATE: There is no optimum of money. It depends on person that what amount of money makes him feel content.

PANELIST2: So, What is the optimum amount of money for you?

CANDIDATE: I should have that much amount that if I want to buy something, I should be able to. Like if I want to eat pizza, I should be able to buy it. (facepalm. Should have given a better example)

PANELIST2: So, you will be sad if you will not be able to buy one?

CANDIDATE: No, Instead I will be motivated to earn more so that next time if I will want to eat pizza, I should be able to buy it.

PANELIST2: You don't have fantasy for expensive gadgets like Iphones?

CANDIDATE: No ma'am.

PANELIST2: So, a normal smartphone will do?

CANDIDATE: (smiles) Yes ma'am.

PANELIST1: So, You had training in classical music. Name any raag with 5 swaras.

CANDIDATE: (could not recall). Vrindavani Sarang

PANELIST1: Vrindavani Sarang?

CANDIDATE: Sir, I am not sure. Learnt it long time back.

PANELIST2: When did you take the training? When you were in Koderma or Ramgarh? (At first my father was posted in Koderma, then he was transferred to Ramgarh) CANDIDATE: From 2004 to 2007 ma'am, Mostly in Koderma.

PANELIST2: Yours must be Hindustani classical right?

CANDIDATE: (biggest facepalm moment. Don't know why on earth I said that) No ma'am it was carnatic.

PANELIST2: In north india do they even have teachers who teach carnatic?

CANDIDATE: yes ma'am

PANELIST2: Then your teacher must have been a South Indian.

CANDIDATE: No ma'am he was Bengali.

(PANELIST1 and PANELIST2 gave me a skeptical look at this. And by this time I have realized that I have screwed up the hobby part)

PANELIST2: Any questions?

CANDIDATE: Sir, In WAT we were asked to compare traditional rote based learning and modern learning, so B Schools follow which method?

PANELIST1: We like to believe that it is modern one but can't say with 100% surety.

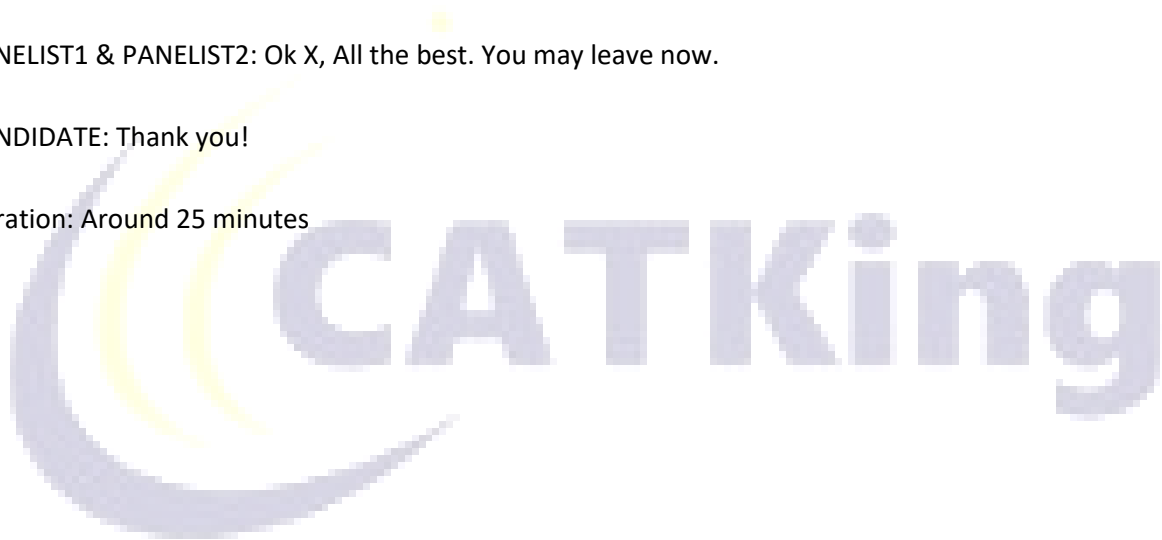
CANDIDATE: Sir, I have read somewhere that IIM B follows a three tier course system of lectures, seminars and case studies, so is it a mix of both?

PANELIST1: You can say so.

PANELIST1 & PANELIST2: Ok X, All the best. You may leave now.

CANDIDATE: Thank you!

Duration: Around 25 minutes



Interview and WAT Experience – 9

Profile:

IIT Delhi 2016 passout.

Little less than 2 years work-ex in consulting/banking and analytics

Class X: 98.8%

Class XII: 96.3%

CGPA: 7.9

Personal Interview

PANELIST1: Hi. Your name is quite rare. What does it mean

Candidate: Ma'am it means leafy. "Parn" is sanskrit for a leaf

PANELIST1: Okay. Nice name. So you talk about this project in your SOP. You did competitive benchmarking of the client with several other European Banks. Give me names

Candidate: Yes Ma'am. The motive of the project was that our client(a bank) felt it was spending too much on bank branches, rather it should try to go online. We looked at European banks which had digitalized their operations successfully and also at banks which were successful despite being branch-heavy. Some such banks were MetroBank-UK, Mbank-Poland and N26, Germany

PANELIST1: Tell me something about Metrobank

Candidate: Its a high street bank in UK. It's has many branches and it might seem it incurs a lot of expenses on them. But its USP is that its branches are like malls full of fancy amenities, which results in high footfall of customers

PANELIST1: Which bank out of all did you like the most in terms of what your client could emulate

Candidate: mBank of Poland. It has stood the test of time. It started of as traditional with heavy branches, but it has also embraced the digital revolution and implemented a successful launch of a great digital platform

(This discussion went on with some other points)

PANELIST2: Okay. What are payments bank?

Candidate (Damn! I just had no clue): Umm, so payments bank were started recently.. e.g Airtel, Paytm

PANELIST2: No, talk about their operating model

Candidate: Umm, so they dont have deposits...no they have the, ..umm

PANELIST2: What!

Candidate: Sorry sir. I have no idea

Panelist2: Okay leave it. Talk about the fact that society is going cashless. I think demonetization was not a good thing

Candidate: No sir. Yes it comes with its cons, but demonetization sure ushered in some big changes. My grandfather had never used a card in his life. He got his first debit card after demonetization. Changes are hard, but they need to happen.

PANELIST3: It is inconvenient. Buying peanuts with debit card!

Candidate: Sir I don't vouch that cash should be wiped out 100%. For small transactions, it is fine. But cards are more hassle free, ensure that all money dealings are in white, and is the right way to go in this country

PANELIST2: It's pain. Swiping cards means merchant has to take a cut. Companies like VISA, Amex take such huge cuts

Me: But sir they also offer benefits right. We all use the seamless service provided by them. One swipe and the money gets transferred hassle-free

(This discussion went on for sometime. I don't even remember everything, by the time it ended, I was confused)

PANELIST1 (Lady Prof, speaking after some time): So you mentioned Sheryl Sandberg in your SOP. I get that you admire her. I want some points on critique Me (Damn. Didn't think of negative points of the person whom I had stated I really admire): Ma'am, there is not a anything major I dislike, but what Sandberg proposes has elitist undertones. She had a meteoric career path. By the time she had a child, she was in a position to negotiate with the founder of the company (Google). This is not the case with many women. They are struggling to make ends meet, working in low paying jobs, while raising children. It's not an easy job. So, what Sandberg proposes can't be really applied to everyone

PANELIST2: I get it. Okay so what should be done so that more women work and dont feel reluctant to do jobs?

Candidate: Ma'am, there are measures in workplace being....

PANELIST2: No. not workplace. In general

Candidate: Ma'am, firstly we have to make the cities safe. If women don't feel safe while returning home at late night from office, then we are killing the very spirit of working freely. So first thing is, make the cities safe for women, at all the times. The second thing is, change the mentality of people. The in-laws of the girl need to be supportive and not bug her to leave the job. They need to let go of the mentality that men are the breadwinners. This needs to change especially in small towns and cities, where the mentality is to discourage women from working

PANELIST3: So. Lets talk about promoting girls. Instead of discounting their fees, will it be better if we put a surcharge on boys' fees?

Candidate (firmly): No. We don't have to show that boys are a burden. We have to show that girls are not. And that needs to be done in form of incentives for parents of girls

PANELIST3: No, no. I think we should put a surcharge on boys.

Candidate: No sir. We don't have to punish the couple just because they had a boy. Boys are good. We are not sending the message that boys are bad. We are saying girls are NOT bad. They are good. Have them, and we will give you incentives

PANELIST3: Perfect!

Candidate: (smiling at that word)

PANELIST1: Thank you X, you may go.

Candidate: Thanks a lot.

Interview and WAT Experience – 10

Personal Interview

Panelist1: Good evening. Sorry for keeping you waiting.

Candidate: Good evening sir. It's okay. I had fun interacting with the other students.

Panelist2 offered me biscuits but I denied politely.

Panelist1: So you work in a startup.

Candidate: Yes sir.

Panelist1: Was it out of choice or were you placed in a startup in college.

Candidate: Talked about how I was placed in an established company in college but I preferred to join a startup because of the culture, the responsibilities handled and the plenty of opportunities available to learn.

Panelist1: But in an established company you would have got a better role and better clients.

Candidate: Talked about the major telecom clients we have and how the direct interaction with the clients improved my knowledge.

Panelist1 looked satisfied

PANELIST2: Since you are the last one in the panel, tell us two questions which you want to be asked.

I was about to say something but L asked me to think through since these questions will be the main factor for conversion.

Candidate: Why do I want to do an MBA at this stage of my career and how would it affect my career?
Few incidents that changed my way of thinking and made me a better person?

PANELIST1: Asked the same questions

Candidate: Talked about how I lack the managerial skills and how it affects me in my current role. I also talked about my future goals and how MBA would help me achieve them. Regarding the incidents that changed my life I quoted some incidents in my college where I was shy and embarrassed because of which I missed out some of the very good opportunities and how I overcame it and improved my interpersonal skills. I also talked about my contribution in Chegg platform during my college days to become self sufficient financially.

The discussion went about 10 minutes around this.

PANELIST1: Ok. So we can ask you more questions right? :P

Candidate: Sure

PANELIST3: Took out a line from my SOP and asked about it.

Candidate: Explained.

PANELIST1: So where are you planning to work just after the MBA

Candidate: Told them my inclination towards IT sector since I am already in that field but at the same time open to other sectors as well and want to explore during MBA and make an informed decision later on.

PANELIST2: Tell me one thing you will miss if you leave your company.

Candidate: *with a lame smile* Food. Everyone laughed :P. Talked about how we have professional chefs and customised menus. Apart from that I said I would miss the flexible work timings.

PANELIST2: Thank you. Do you have any questions.

Candidate: No

PANELIST2: Ok. All the best.

Candidate: Thank you

Interview and WAT Experience – 11

Profile:

X - 94.57%

XII - 94.5%

Btech: 9.58 CGPA

CAT - 99.94%

Location:

IIM Bangalore

WAT Assessment

The number of women studying graduate sciences has increased 5 fold in the last 60 years. However the number of women holding faculty positions in the graduate science institutions is only 15%. What according to you are the reasons for the same? What can be done to improve the situation and increase the number of women faculty?

Personal Interview

One of the interviewers called me inside. All three of them looked at ease and two of them were smiling. The one on the left was engrossed with something in his laptop.

Q1. So X, I see that you have studied in VIT University, Mechanical engineering. You are working in ITC. Selling cancer sticks?

Ans: No sir, I'm presently working in the packaging and printing division and I deal with the cigarette applications.

Q2. I meant that. So, ultimately you supply packaging to the cigarette market right? So don't you think this is wrong? unethical?

Ans: Mentioned that it is a huge source of revenue for the government. 34000 Crores in taxes. Gives employment to so many people. Mentioned about choice. Said that 85% health warning was there in place.

Q3. So you talk about choice. What choice does a passive smoker have?

Ans: Mentioned that I was talking about choice for the person who was smoking.

Q4. So after choice it becomes an addiction. People become addicted to smoking and then where is the choice?

Ans: Sir, the choice is there when they take up smoking. Addiction comes at a much later stage after they have made a conscious choice.

Q5. So do you know about e cigarettes? Are they less harmful?

Ans: Mentioned that it was a kind of cigarette where you inhaled the vapour and there was no tar involved. It was definitely less harmful than a normal cigarette however nicotine content is present.

Q6. You talk about employment and revenue to the government. Say we stop the cigarette market altogether, what would happen to the revenue?

Ans: The government would suffer as there would be a loss of revenue and also, employment would be hampered. A formal ban on cigarette would only harm the legal cigarette market. Mentioned how it is only 11% of the total market with the rest being gutkha and beedis.

Q7. Lets look at this from an economic point of view. Don't worry, I won't be telling ITC about this. They won't fire you if you go against them. If we remove the cigarette industry, there would be other industries which would contribute to the employment and the revenue share to the government. Say the foods industry would contribute.

Ans: Absolutely sir. However, there would be a loss as cigarettes are a highly taxed industry due to the high cesses on top of GST. Hence there would be a loss.

Q8. You seem to be a complete ITC person in and out. You are defending your company so much. Really loyal. Let me share a story with you. One of my students had an offer from ITC but he let it pass because he didn't support that the company stood for selling cancer and other diseases.

Ans: Gave a smile. Said that ITC also gave employment. (Cut off.)

Q8. Okay X, tell me something. How do you find your current job now?

Ans: Mentioned how it was a great learning experience. Spoke about how ITC gives roles and believes in on the job learning. Mentioned the varied learnings.

Q9. That's brilliant. You have learnt so much. Then why an MBA now? You have worked only for 7months. Why not continue at ITC?

Ans: Yes sir. ITC has been a very good learning experience. I am open to continuing at ITC after an MBA. However at this point of time, I want to make the most of opportunity in front of me. MBA would give me a very structured learning curve and would encapsulate all the varied learnings in a span of 2 years. While continuing at ITC would ensure that I keep on learning, I would probably learn the same amount in 5years which I have the opportunity to learn in 2 years with a formal degree in management. Mentioned how everything I was learning now, was due to my own interest and there was no specific structure to it.

Q10. Okay, so tell me the current share price of ITC. (He also typed something on his laptop and started checking his laptop)

Ans: (Shit. Had forgotten to check it in the morning) Sir, it should be something around 275.

(Actually 270.xx)

Q11. Good. You are close. (Handing me a paper). Please draw here how the share price varied over the past 1 year.

Ans: Sir, I'm not aware of how the share price varied over the past one year. However I am aware of the general trend for the past 6-7 months, the duration I have been there.

Q12. Fair enough. Please draw for us.

Ans: (I was extremely tensed by this point of time. Kept on smiling. Knew that I could not mess this up.) Drew a basic trend. Explained that the share price had increased after GST.

Q13. GST? GST happened last year right? When was it implemented?

Ans: Sir, 1st July.

Q14. Okay continue.

Ans: Sir, (Drawing) It increased after GST as the tax burden on cigarettes was lower than the effective VAT taxes. However, I think it was the 16-17th of July when due to the GST council meeting, the government decided to increase the cesses on cigarettes depending on the length. That led to a crash in stock price.

Q15. But you haven't named the x and y axis.

Ans: I'm sorry sir. I was about to do it. (Named the axes.)

Q16. You have shown that the price increased after that. Why did it increase?

Ans: Sir, It was due to the union budget. Explained how it was positive for the agriculture industry and how it had impacted the agri business.

Q17. But surely, it has not increased that much as you have shown it.

Ans: No sir, that was just to emphasise the crash in price which I had mentioned. I redrew the graph showing it to be kind of flat and then increasing after the crash.

Q18. How have the share prices been affected over the past 1 week. The global stock prices have dipped.

Ans: I'm sorry sir but I haven't really followed the fluctuations in the ITC share price over the past one week. Hence I wouldn't know about the exact impact.

Q19. Okay X. Tell us about VIT. How was life there.

Ans: Explained how it was a great learning experience with 22k students on campus from all over India and also all over the world. Went into extra-curriculars and mentioned football (eager to bring them to that).

Q20. Yeah, I see that you were the vice-captain. That is "bekar" right? I mean in a sport like football, even the captain does not have any value. A vice-captain will be absolutely useless.

Ans: No sir. To understand this, you have to first understand how the structure was at VIT. Explained that he only a sports HOD and didn't have a coach. The captain and me organised training sessions, finalised tactics and formations and chose the team accordingly and finalised it with the HOD.

Q21. So you were a player cum manager?

Ans: Mentioned that it was something both me and the captain did together. (They didn't cut me off here so I went on).

Explained how we would finalised formations, convince the team to play a certain way.

Q22. So you mentioned that you have a multicultural team. How did you manage? Did they know english?

Ans: Mentioned how the Africans were very quick and always wanted to attack. Mentioned how we followed a 4-1-2-3 formation which was more defensive. We had to convince them to follow it for the sake of the team.

Q23. Why 4-1- 2-3? What is the role of the 1 here?

Ans: Mentioned that it helped to slow fast paced opponents down. The CDM acted like a defensive screen for the defence line.

Q24. Okay. So did you have Chinese people in VIT?

Ans: Yes sir.

Q25. How are they? I mean how are they at academics?

Ans: Mentioned that I had not interacted much with them but I knew one of them personally as she had been a part of the student council. She was in the top 10 % of her batch.

Q26. But the Chinese claim that they have premier universities. Why would they come over to study in India.

Ans: Mentioned that I didn't know exactly the courses which they pursued. But I knew that there was a special English centre which was dedicated for the Chinese students.

Q27. So there were no Chinese members in your football team?

Ans: No sir, they are more inclined towards Basketball and Counter Strike.

Q28. Oh, but they are proficient coders. Are they not?

Ans: Yes sir.

Q29. Okay, coming back to ITC. Tell me what your have you learnt there?

Ans: Most of all it has taught me to be more assertive and to deliver no matter the circumstances.

Q30. Tell me one instance when you dealt with something and you learnt and gained a lot from that experience.

Ans: Mentioned how I order 3000 Tons of board a month and how I decide on how to manage the inventory and transfer it between the three units, Tiruvottiyur, Haridwar and Munger. Explained how there was this one instance when a particular board was short for all the three units. I decided to stop all movement to Munger as it had already completed its print plan and focussed on diverting the board to Haridwar.

Q31. So it turned out okay in the end?

Ans: Yes sir. I turned out okay. (broad smile)

Q32. But don't you have a boss who supervises all this? Considering the volumes at stake?

Ans: Yes sir, I do. Normally every month after I work out plan everything, I have to get it approved by my boss before going ahead. There are little changes which he recommends. However, this time my boss was in the divisional headquarters working out the details of the plan for the upcoming year. Hence I had to place the order and had to manage the urgencies and criticalities without any supervision.

Q33. Okay, so the orders you place. Do you have any price agreements in place?

Ans: Mentioned how the price is fixed. We negotiate the prices with some suppliers. While with others, it is finalised by the end customer as the supplier is customer nominated. Mentioned that there was not much room to play in this industry as the customer most of the time knows our suppliers, the price at which we buy, our machine cost, our labour cost. The only thing which we can play with and improve our margin/gross contribution is the conversion costs.

Q34. Okay so how is the gross contribution. So it is the price at which you sell minus variable cost right? What goes into the variable cost?

Ans: (Flustered). Sir, I am not privy to how the GC is calculated. That is something which only finance does. I think. (Cut of)

Q35. (Helping me out here) Variable costs would include your processing costs when the material is coming, the handling costs right?

Ans: Yes sir. (Flustered here. Didn't know)

Q36. How do you deal with imports?

Ans: Mentioned that the orders are placed in advance keeping a lead time of 3-4 months in mind. Mentioned that materials after they arrive in port generally have a free period of 14 days. Hence the planning is done and materials are brought accordingly. Gave an example that we try to directly issue the imported boards to production if they have a plan and accordingly work on it. If some 200 Tons of two

varieties of boards are brought without a print plan then it would lead to a tremendous increase in inventory.

Q37. You follow transfer pricing right? Have you come across this?

Ans: Yes sir, I have come across this. Actually, the board is bought technically at transfer price but is invoiced at assessable value. Mentioned that the assessable value was for movement of goods and was allowed by the government. It was basically to reduce the taxes paid on transport. Mentioned that Transfer price of the board that I buy (90INR/Kg) however the assessable price was 53INR/Kg.

Q38. Okay thank you X.

Ans: Thank you sirs. Gave a broad smile and left.

Feedback: Was extremely drained both mentally and physically after the interview. During the interview, I had felt my ears heat up and I was sweating when I came out. I think I maintained a smile and maintained proper eye contact throughout. I felt I should have known about the gross contribution calculations. I also wasn't very confident when it came to the ITC share price trend. But after checking the trend on Google, I felt that I was more or less correct about the trend.

Interview and WAT Experience – 12

Profile-General

Female
Fresher

Non-Engineer

X - 10 CGPA

XII - 96.2%

B Com (H) - 8.96 CGPA (till 4th sem) from DU

CAT 2017 Percentile -VA & RC - 98.29 | DI & LR - 99.17 | QA - 95.58 | Overall - 99.09

Location: India Habitat Centre, Delhi

WAT Assessment

“Discrimination is not learnt by experience, it is taught. What is your opinion about the same? Validate with relevant examples.”

As it is suggestive to not take a stand in the beginning and discuss both sides of the coin, I followed the same approach.

In WAT, the reasoning behind your opinion matters more than your stand.

Personal Interview

PANELIST3 announced my name and I followed her into the room. PANELIST1 and PANELIST2 were busy going through my form. I wished them all and took a seat with their permission.

PANELIST2 - How are you today, X?

Candidate - I'm doing fine, Sir.

PANELIST3 - (reading my SOP) So, you've mentioned that you are a self-motivated person. Can you share an instance where you motivated yourself in life?

CANDIDATE - shared an experience.

PANELIST3 - (quoting from my SOP) Tell me more about this contest you participated in - 'International Space Design Contest'. Were you in the science stream earlier?

PANELIST1 - (joining) Did you switch from science to commerce?

CANDIDATE - No, Sir. That was in class 8th.

(PANELIST1 and PANELIST3 nod)

PANELIST1 - Why did you take it up, were you interested in science?

CANDIDATE - I was interested in exploring this opportunity for its international exposure and for working in a team.

PANELIST3 - So, what was the contest about?

CANDIDATE - shared the details of the contest, the project that we made, the mission - inhabiting people on Mars and laying out the nutrition plans for them.

PANELIST1 - What all difficulties did you face while achieving the mission?

CANDIDATE - talked about the differences b/w Earth and Mars, how the atmospheric and areographic barriers were taken care of, mentioned the shuttle, stay and nutritional requirements and situations of crisis that could have arisen.

PANELIST1 - So, you like Space? Any recent developments in the news?

CANDIDATE - talked about Elon Musk's Tesla Roadster in Space.

PANELIST1 - What do you think of Elon Musk?

CANDIDATE - talked about his potential, diverse ventures and enthusiastic nature.

PANELIST3 - But, don't you think he's a little too much into everything?

CANDIDATE - shared how most of the great people are recognized for one/two avenues, but those achievements are a result of several unrecognized avenues that they touch upon in their lives. Gave the example of Steve Jobs and calligraphy.

PANELIST2 - X, what was your favourite subject during graduation?

CANDIDATE - I liked marketing the most.

PANELIST3 - What is branding?

CANDIDATE - told.

PANELIST3 - How is it different from advertising?

CANDIDATE - told.

PANELIST3 - What is the difference between packing and packaging?

CANDIDATE - told.

PANELIST3 - What are the layers of packaging?

CANDIDATE - told.

PANELIST3 - Let us say, I am a commoner. What difference does branding, packaging or advertising make in my life?

How do these things affect my decisions?

CANDIDATE - Ma'am, in a mega-store, where there are tens of detergent brands in a row, the moment you look at an 'orange-blue pack with a splash in the middle', you know it's 'Surf Excel'. The moment you watch an ad on the TV with a 'whitening layer running over the clothes', you know it's 'Tide'. These brands occupy a place in our subconscious mind and become our preferences even before we realize. These subconscious preferences alter our buying decisions as consumers.

PANELIST2 - You've studied accounting, right? How do you account for branding in the books of accounts?

CANDIDATE - Sir, as branding is an expense.. (interrupted)

PANELIST2 - No, not as an expense, think of something else.

CANDIDATE - Sir, branding leads to an increase in the value of goodwill of a company. So, it would show under the Assets side of the Balance sheet.

PANELIST2 - As?

CANDIDATE - As an intangible asset.

PANELIST2 - And when would it show as an intangible asset?

CANDIDATE- (confused) Sorry, Sir. I am unable to understand your question.

PANELIST2 - When will the expense get converted into goodwill?

CANDIDATE - (unsure) Sir, when the expense leads to a favourable impression in the market.

PANELIST2 - No, think again.

CANDIDATE - (guessing) Sir, probably when the valuation of the company gets done.

PANELIST2 - Are you sure?

CANDIDATE - No, Sir.

PANELIST2 - (smiling) Then you shouldn't be bluffing.

CANDIDATE - I'm sorry, Sir.

PANELIST1 - Have you studied money and banking?

CANDIDATE - Yes, Sir.

PANELIST1 - What is money?

CANDIDATE - stated the definition using the term 'generally acceptable'.

PANELIST1 - Is credit card money?

CANDIDATE - No, Sir.

PANELIST1 - Bitcoin?

CANDIDATE - (looking at PANELIST2 and careful this time) I am not sure, Sir.

PANELIST1 - It's okay, try to guess.

CANDIDATE - I think it is, given that it is a medium of exchange generally acceptable by a group of people. But, it isn't backed by a regulatory body, so I'm not sure.

PANELIST3 - What backing does rupee have?

CANDIDATE - The RBI authorizes it, Ma'am. We have the governor's sign on currency notes.

PANELIST2 - Do you remember what the currency notes read?

CANDIDATE - (couldn't recall) "I, the Governor of RBI, promise the bearer.. (interrupted)

(PANELIST1 and PANELIST2 laugh, PANELIST3 smiles)

PANELIST2 - Is it "I, the Governor of RBI"? When you go home, read it on the note.

CANDIDATE - (facepalm!) Sir, I don't remember the exact line, but the governor assures the bearer that an amount equivalent to the face value will be paid.

PANELIST3 - So, if I take this note to RBI, what will it give me in return?

CANDIDATE - (confused) Ma'am, since the currency is no more backed by gold in India, I think it should be the purchasing power.

PANELIST2 - Tell us something about the Nirav Modi fraud case.

CANDIDATE - explained.

PANELIST2 - Do you know any other instrument that could've been used instead of LoU for importing the goods?

CANDIDATE - there are trade bills which can be discounted and other instruments of money and capital market for raising funds, but I'm not aware of something like an LoU.

PANELIST3 - Do you know the recent development in news about LoUs?

CANDIDATE - (I hadn't read newspaper for the last couple of days) Sorry, Ma'am. I haven't read anything about it recently.

PANELIST3 - Last question, what is wrong in this statement - "Stephen Hawking, the Nobel Laureate, who taught at the Cambridge University, passed away recently."

CANDIDATE - (again, I had not read) I'm not sure, Ma'am. (I didn't want to guess that he's not a Nobel Laureate as I didn't believe it to be true. Turns out this is what was wrong in the statement - he wasn't a Nobel Laureate)

PANELIST2 - Thank you, X. You can have a toffee.

CANDIDATE - (smiling) Thank you.

Interview and WAT Experience – 13

Profile: BCom(H), 1 yr work ex

Venue: Delhi

WAT Assessment

Countries such as UAE and BHUTAN have happiness index to oversee social welfare programmes for the well being of citizens. One indian state has also created a ministry of happiness. Comment on this development.

I wrote about the happiness index and the nordic countries have been rated happiest, chandigarh in india has been the happiest city since a long time.

Then I mentioned the need for a pan india ministry of happiness to culminate the results of various ministries and govt.

Schemes having an effect on overall welfare and making sure the quality of life is improved in the aftermath.

Personal Interview

PANELIST3: you work with bain?

Candidate: No mam! I left my job.

PANELIST3: why did you leave your job?

Candidate: To prepare for MBA.

PANELIST3: That means you cant multitask?

Candidate: No mam that is not the case. However, MBA being very crucial for me, I chose not to take a risk and give more than my 100%.

PANELIST2: what if you don't make it this year?

Candidate: I will try again next year and simultaenously work on my business idea.

PANELIST3: so what did you do during your job?

Candidate: I worked as an analyst and my

PANELIST3: went into more specifics

Candidate: i discussed my casework and then there was a healthy discussion about how and what i did. More on the lines of learnings and teamwork, etc.

(i was telling them about cement industry in APAC)

PANELIST2: What are the regulations or market for cement industry in india?

Candidate: i am not sure about regulations but i can tell you about macroeconomic view.

(told about market slowing a little but looking positive due to push to infra and need for housing, discussed govt. Schemes)

PANELIST1: which sector are you interested in?

Candidate: told about the sector i want to enter and we had a long discussion on my views and they asked me to market size and related questions in between the answer.

PANELIST3: who is amala goswami? (Read from my sop, i had got an award by her name)

Candidate: told

PANELIST1: what are you passionate about?

Candidate: told (i said i love to talk and thus i am passionate about marketing)

PANELIST1: so what is biggest challenge you have faced and how this passion of talking helped you through?

Candidate: told.

PANELIST3: why Mba then?

Candidate: told about the need of mba and how iim bangalore would act as a facilitator in the big picture.

Interview and WAT Experience – 14

WAT Assessment

“Political correctness is curbing the expression of true feelings. Discuss.”

Personal Interview

PANELIST1 – X, so you are working in ISRO. Tell me about what are you working in ISRO? What particular technologies are you using?

Candidate - Answered.

PANELIST1 – If I have to detect an enemy tank and it's number plate using our imaging satellites, do we have this technology currently? I know USA has that.

Candidate – Answered.

PANELIST1 – Difference between CMOS and CCD imaging sensors and in the future which one will dominate?

Candidate – Answered.

PANELIST2 – Why do you want to leave a technical job and enter into management domain?

Candidate – Answered.

A – As a consultant, how will you analyze ISRO as an organization?

Candidate – Told.

A – Analyse on the financial front as well.

Candidate – Answered.

PANELIST2 – On one side you are telling ISRO is a very competent organization and on the other, you are planning to leave this organization. Why so?

Candidate – Gave my reasons. {I think I was not able to convince them on this front that is why they kept asking why MBA and all}

PANELIST1 – At IIMB we teach courses from a number of domains like finance, organizational behavior, marketing, etc. What type of courses will you be interested to pursue in IIMB?

Candidate – Told that as per discussions with one of my close friends at IIMB, most of the courses in the first year are compulsory courses except in 3rd term. He told me the way courses are taught in IIMB with a practical insight is quite entertaining and a good learning experience. Having an engineering background, I think I will be more interested in courses involving mathematics like statistics, probability and all.

PANELIST1 – What is odds ratio?

Candidate – I don't know. (That was a spontaneous reply, which I later regretted)

PANELIST2 – (in a surprised tone) What is odds ratio in Probability?

Candidate – Oh, It is the probability of an event divided by its complement. E.g. If the probability of an event is $\frac{2}{5}$ then its odds ratio is $\frac{2}{3}$. (I was not completely sure though.)

PANELIST2 – How do you define probability of an event?

Candidate – Told.

PANELIST2 – If I toss a coin what is the probability of heads coming up?

Candidate – If it is a fair coin, it will be $\frac{1}{2}$.

PANELIST2 – If I toss a coin, it will either be heads or tails, so what does this 0.5 signify?

Candidate – It signifies that given a large number of iterations, we can expect that heads will come up in 50% of the cases.

PANELIST2 – Why do we need probability? Give an example?

Candidate – It helps in decision making in the long run. For eg. If a casino owner is not sure that his probability of winning against all the players is more then he won't open a casino and his money.
invest

PANELIST1 – So, you went to Dresden, Germany for your internship. Tell us something about Dresden.

Candidate – (Totally unexpected) Told that Dresden is known as an agricultural city of Germany.

PANELIST1 – Dresden is very famous for one thing, what is it? Candidate – (Trying to recall) Nothing I can remember, Sir.

PANELIST1 – Did you visit Churches and Museums there?

Candidate – Very few I visited. (Trying hard to recall all the places I visited)

PANELIST1 – There is a very famous Museum there which was built by Hitler just a few days before the start of World War 2. It has a lot of significance in the context of World War 2.

PANELIST2 – Which particular area will you pursue post-MBA since you want to be a techno manager.

Candidate – Told.

PANELIST1 – We are done, X. Do you have any questions for us?

Candidate – Asked about student exchange program.

PANELIST1 – He answered very patiently.

Interview and WAT Experience – 15

Profile:

10th: 84.67 (RBSE)

12th: 74.77(RBSE)

Graduation: 7.78- Electronics and Communication Engineering-NIT Trichy

Work Exp: 30 Months-Automobile Sector

CAT Percentile: 98.44

WAT Assessment

What does the Cashless economy mean for poor in India.

(Started with what does Cashless Economy mean and wrote about the digital disruption, initiatives taken by Govt. and digital transaction target of GOI. Wrote about the infrastructure problem in rural areas and awareness about the digital transaction of the people. Mentioned about the DBT Scheme and how DBT is helping the rural area people to get the subsidy in their accounts and in corruption reduction. If not handled properly then the gap between Urban and Rural widen and finished with Quote of Mahatma Gandhi "Poverty is the worst form of violence".)

Interview:

PANELIST1 called my name and I entered the room.

PANELIST2: Sit down, please.

Candidate: Thank You, Sir.

PANELIST2: So, you are from Kota.

Candidate: No Sir, I am from Bundi.

PANELIST2: Where is it?

Candidate. Sir its nearby to Kota.

PANELIST2: So you are a product of Kota.

Candidate: Yes Sir, I went there for my entrance exam preparation and my AIEEE rank was---

PANELIST2: Why Kota is in news nowadays?

Candidate: (totally unexpected question). Sir, in Kota student suicides, are increasing.

PANELIST3: What else in Kota?

Candidate: Sir, Kota is also famous for Kota Doria (Lightweight sarees) and for Kota Stone.

PANELIST2: Do you know the recent statement of HRD Minister?

Candidate: Yes Sir, He proposed to reduce the syllables of CBSE schools by half and recently he also announced to give the two opportunities to clear the board exams. One in March and other one in June. If students fail in both the exam, then Student will be detained in the class.

PANELIST2: Do you read any newspaper?

Candidate: No Sir, but I liked few newspaper pages on Facebook like The Hindu, Times of India, Live Mint and read news from there. (interrupted)

PANELIST2: But I do not get any news from Facebook.

Candidate: Sir, these newspapers post the links on their pages.

PANELIST2: Do they post all the news links?

Candidate: No Sir, they do post only the recent happenings, hot topics.

PANELIST3: Why do they post the links?

Candidate. Sir, to get the more views on their websites.

Now PANELIST3 came back to the Mr. Prakash Javadekar's statement.

PANELIST3: How they are going to reduce the syllables? He said, "They will count the pages and tear the half pages apart".

*All shared a light laugh. *

Candidate: No Sir, probably they will reduce the unnecessary subjects.

*Interrupted by PANELIST2. *

PANELIST2: What did you study in 12th Physics?

Candidate. Sir, I studied Modern Physics, Thermodynamics, gravitational motions and others.

PANELIST3: What did you study in Thermodynamics?

Candidate. Sir about the heat transfer and law of thermodynamics.

PANELIST3: What is the first law of thermodynamics?

Candidate: Sir, I do not know.

Interrupted by PANELIST3

PANELIST3: So you do not know what you studied in thermodynamics. That means Thermodynamics is unnecessary subject and they should remove the thermodynamics.

Candidate: No Sir.

Interrupted by PANELIST2

PANELIST2: There is three Newton's law of motion. Therefore, they should teach only one instead of all three. Hence, they will reduce the syllables by half. * All shared a light laugh one again*.

Candidate: No sir, basic subjects will be there.

Interrupted by PANELIST3

PANELIST3: how will they reduce the syllables?

Candidate: Sir, Probably they will offer some options subjects to the students. Like in my case, we have studied the three language subjects Hindi, English Sanskrit.

Interrupted by PANELIST2

PANELIST2: Which language is not important among these?

Candidate: Sir, I think all the languages are equally important. But they will make one of them as an optional subject and will offer some other subjects. So Student can choose among these and other subjects. They may introduce the sports-related subjects for overall development.

PANELIST2: By reducing the syllables, they will make the student dumber.

Candidate: No sir, I think education is not all about what you study. It is about the overall development of students like in my case----

Interrupted by PANELIST3

PANELIST3: Let's not go there, What do you think is the reason behind the Student suicides?

Candidate. Sir, Due to the intense competition and peer and performance pressure, Students are not able to handle the pressure at the young age of 14-15.

PANELIST3: In every city of the country, coaching's are there, but why suicides happen in Kota?

Candidate: Sir at Kota students are not able to connect with their families properly.

Interrupted by PANELIST3

PANELIST3: They can contact via Skype, Mobile, and other mediums.

Candidate: Yes Sir, They Can. However, here the problem is the emotional support of the family. They study at Kota and their family live somewhere else. Therefore, the Emotional Support and Emotional Touch of the family is not there in Kota. This is not the situation in most other cities. I think this is the probably the biggest reason for students suicides in Kota.

PANELIST3: So you did this Supplier Improvement project. Tell us about it.

Candidate: Explained about the project in details.

PANELIST3: What was your contribution in this?

Candidate. Explained.

PANELIST3: Why do you want to improve these suppliers? When you can move to the new suppliers.

Candidate: Explained the about the risk and cost required for developing the new suppliers and our relations with the suppliers.

PANELIST3: Now I have one more question. Why did you tolerate these suppliers so long? When you can move to the new suppliers.

Candidate: Sir they were not supplying poor quality products since so lone. However, due to the changes in their process, workforce and tools wear out. They supplied us the poor quality products. Based on their performance we have chosen these suppliers for improvement.

PANELIST3: Which parts do they supply?

Candidate: They supply us various parts like Headlamps, Combi Switch, Antenna and others.

PANELIST2: Is headlamp an important part?

Candidate: Yes Sir, It is.

PANELIST2: Is it an aesthetic part?

Candidate: Yes Sir.

PANELIST2: Is it important or aesthetic part?

Candidate: Sir, It is an aesthetically important part.

PANELIST1: “Nowadays we are having many aesthetically important parts”.

All shared a light laugh once again.

Candidate: Smiling, Sir in Headlamp we have Lens and a Bezel and if any a minor scratch is there on these parts, then that will be visible to customers and they would say it’s a poor product and probably they won’t buy it. And Sir, whatever is not appropriate for the customers, that is not appropriate for us. We have to respect the customer’s choice and have to manufacture the products.

PANELIST2: Asked about the designations.

Candidate: Explained the restructuring exercise at the company.

PANELIST2: Tell us about your work, what do you do?

Candidate: Explained the well-rehearsed answer.

PANELIST2: Asked the question regarding the cost reduction project.

Candidate: Explained in details (and PANELIST1 asked the questions related to it).

PANELIST3: X, if your company MD comes to you and ask you to choose any department, which one you will choose.

Candidate. Thinking...

Interrupted by PANELIST2

PANELIST2: You know all the departments in your company.

Candidate. Yes Sir, I do. For progression purpose, I will choose the Program Management. Because in this we have to coordinate with various other departments like Marketing, Production, Development...

Interrupted by PANELIST3

PANELIST3: X, not for progression, which one you choose.

Candidate: Sir, including my current department?

PANELIST3: Yes.

Candidate. Sir, I will choose my existing department only.

PANELIST2: Are you sure?

Candidate: Yes Sir.

PANELIST2: Tell us about your marketing project.

Candidate: Explained the projects.

PANELIST2: Is it your regular job?

Candidate: No sir and then explained the background of the project.

Then comes the universal question

PANELIST3: Do you think Tata Nano is a poor product?

Candidate: No Sir. Tata Nano is the best product at the price we offered in the market and we create a new market segment “Micro Car” with the Tata Nano.

PANELIST2: Is it a successful product?

Candidate: Explained my views on it.

PANELIST3: What are the reasons behind its failure?

Candidate: Explained my views on it.

PANELIST3: No X, Nano offered to those persons who were moving from Two-Wheelers to Four Wheelers, not for the BMW Owners.

Candidate: Yes Sir, but in that customer segment Car is a status symbol and they usually relates the cheap products with the poor quality products.

PANELIST3: I do not agree with you, do you have any data to prove your point?

Candidate: No Sir, I do not have data, but after few months, Tata Motors changed the marketing campaign of Tata Nano, so we can say that the initial campaign was not appropriate.

PANELIST3: can you tell us about any other marketing campaign?

Candidate: Yes Sir, “Pulse Polio Abhiyan” by Amitabh Bachchan.

Interrupted by PANELIST3

PANELIST3: You mean Pulse Polio is a poor product.

Candidate: No Sir, by changing the marketing strategy, they were able to turn around the entire campaign.

PANELIST3: How did they turn around?

Candidate: Sir they used the Angry Young Man image of Amitabh Bachchan during 1990’s and 2000’s.

Interrupted by PANELIST3

PANELIST3: But He was famous by that name in 1970’s. Now he is known as -----

All shared a light laugh one again

Candidate: Yes Sir, but this is the image associated with the Amitabh Bachchan and we still know him by this name.

PANELIST1: How can you use the IoT to improve the Quality of Parts?

Candidate: Thinking.....

PANELIST1: Do you know IoT?

Candidate: Yes Sir, I do. IoT is Internet of things.

Interrupted by PANELIST1

PANELIST1: Tell us, how can you use it to improve the Quality of Parts in the manufacturing process?

Take a minute and tell us.

Candidate: Sir, I do not know how to use it to improve the Quality of Parts, but it can be used in predictive maintenance and explained about it. And we can use IoT to digitalize the maintenance documents.

PANELIST1: I got your point regarding the predictive maintenance, but for quality.

Sir, I do not know about it.

All three looked towards each other and

PANELIST2: PANELIST1: Ok X, We are done. Thank You.

Candidate (Smiling): Thank You Sir and left the room.

And that was it. NO TOFFEES, NO COOKIES

Interview and WAT Experience – 16

Profile: Xth – 93.2%

XIIth – 90.4%

BTech ECE – 9.31 pointer

WAT Assessment

Digital tech, AI, machine learning can help eradicate farmer's distress

I started with industrial revolution 4 and current farmer's distress. Wrote about GDP contribution of agriculture and population. Upskill is required and movement to other sectors is of prime importance. Improving productivity. These technologies can help in direct linking of the retail markets with farmers, linking with processing industries. AI can help in balancing supply and demand and in scheduling which crop to be sowed and how much, so that there is a fine balance between the supply and the demand of the disparate crops. Tech can help in proper irrigation etc. But educating farmers and upskilling them is the most crucial step.

Personal Interview

My interview panel had 3 interviewers. One of them asked me to put all my documents aside as I won't be requiring them. So I kept it on the side table.

PANELIST1: So you are in Airtel, nice!

Candidate: Sir actually I left Airtel.

All Ps in cohesion: Why? Woo!!! What!?

I was taken aback by this consonance.

Candidate: I wanted to learn about business. While working in Airtel I realised that irrespective of any vertical, all work for customer satisfaction. Thus I wanted to develop a holistic vision and for that doing an MBA was important.

PANELIST1 cutting Candidate off: You left to prepare for CAT right!?

Candidate: Well yes. It was one of the reasons.

PANELIST2: You know what impression you are making- that you can't multitask.

Candidate: (Started feeling nervous, but I held onto my nerves) Well sir, CAT is not an ordinary exam. To do justice to it and to secure a good percentile I realised that it was essential for me to contribute my full time to it. I was giving it more than 10 hours daily. It wouldn't have been possible to do it along with a job that demanded 12+ hours of work. And I felt it wasn't ethical for me to scrimshank my job responsibilities.

PANELIST2: I am highly unethical. It doesn't matter to me. You are still not able to justify that why u left.

PANELIST1: Yeah, we are not convinced. Wasn't it a risk that you left a high paid job for it?

Candidate: (Started again) Certainly sir! It was a risk that was worth it and that is the reason I am sitting in front of you all for this esteemed interview.

PANELIST1: What if you would have got a higher percentile while working!!

Candidate: Sir, it was a part of the risk. I couldn't have known it but I was sure that if I put my all to the preparation, I will be able to achieve it, and thankfully I did.

PANELIST2: You remember my first question that what impression you are making!? It shows you can't run multiple projects in a corporate.

Candidate: Well sir, I have run a lot of projects throughout my 27 months of work experience and I have been awarded as well.

PANELIST2: You scored 9.31 in UG. Was there only 1 subject that you studied? How many subjects were there per semester?

Candidate: Sir 6 subjects.

PANELIST3: Right.. See, you can manage 6 subjects then why not job and CAT preparation!?

Candidate: (By this time I was really nervous, I felt it wasn't going right.) Yes Sir, I did it in my graduation, but this time it was about setting priorities and working to achieve the set target. And for me this was my priority and I didn't want to take it for granted.

PANELIST1: Tell me about your job role.

Candidate: My role was to improve the 3G and 4G network experience of the customer. I was able to improve the throughput of 4G network by 33% for which I was awarded by the CEO.

PANELIST1: What is the global 4G throughput average?

Candidate: 20 Mbps

PANELIST1: Then, how much did u achieve?

Candidate: Well sir, in 4G we have TDD and FDD. In FDD it was 10+ Mbps and in TDD, more than 30+Mbps. Thus effectively more than 20 Mbps.

PANELIST1: What was the team size?

Candidate: Airtel works on outsourcing model. Airtel team had 3 members, and Ericsson had 10.

PANELIST1: So what was your role in improving throughput?

Candidate: Sir I studied about equipment and features in depth, analysed drive results and was able to suggest and implement features that improved the throughput.

PANELIST1: This should have been done by Ericsson right? Why you?

Candidate: Well sir, when I joined Airtel, 4G was the new technology and not many people had experience. I used it as an opportunity and did my best to understand it and read about the equipment and this helped a lot in achieving the result.

PANELIST1: Can u give one example?

Candidate: I gave an example of one of the features that were implemented. (Was technical so no further questions)

PANELIST1: What are your interests? What do u do these days?

Candidate: (Felling happy and relaxed) Sir I write poems in English and Hindi and I have a blog on WordPress where I share them.

PANELIST1: What is the ID?

Candidate: told

(He checked it on his laptop)

PANELIST2: Which languages did you say you write in?

Candidate: Sir, English and Hindi. I have brought my poems with me too, in case you would like me to recite it to you.

PANELIST1: Yeah sure!

Candidate: Sir which language would you like me to recite in?

PANELIST1-PANELIST3: Any, just make it fast.

Candidate: (In hurry) I recited them a short Hindi poem.

PANELIST2: Was it Spanish! I couldn't even understand a word!

(I went blank! Apparently, he didn't know Hindi, which he said later.)

PANELIST3: It was marvelous, loved it!

Candidate: (With my eyes on PANELIST2) Sir would you like me to recite something in English? You would like it?

PANELIST2, PANELIST3: No thank you. It's done. Do you have any question?

Candidate: Yes sir.

PANELIST2: Make it quick.

Candidate: I inquired how to be a part of the placement cell.

PANELIST1 was going to answer but PANELIST2 interrupted and said it is a student activity and the students do it.

Candidate: Ok sir, thank you.

PANELIST1: Thank you, all the best!

Candidate: Thank you sir.

One thing I realised from this experience is that we should never try to judge if the interview went good or bad. And we should not let it affect the imminent interviews.

As long as you are convinced, you can make everyone convince!

Interview and WAT Experience – 17

Profile

10th: 85%

12th: 86%

Graduation: 75%

WAT Assessment

Jallikattu- Should it be allowed given the sentiments of people attached to it?

I wrote about even though the Supreme Court turned down the plea to lift the ban on Jallikattu in the state, TN Government allowed the same. Next was the Personal Interview round where there were two panelists: PANELIST1 (male in his 50s) and PANELIST2 (female in her 40s). Both the panelists were really polite and wanted to know more about me.

PANELIST1: So tell me about your college. Is it the same college (DCE) or is it a new college? Why did it get changed, what were the changes, pros and cons?

Candidate: I told them that it got changed from a college to a university. It was earlier under DU, now it is autonomous but under the state government. Talked about the changes how the procedure work is now much quicker but then the fees has now gone up.

(This went on for 5 mins and they seemed to be really interested in what I had to say.)

PANELIST1: Tell me about your role in your company.

Candidate: I started answering and PANELIST1 cut me off midway and asked me why I left my job. I said that my function was getting changed and since I had already decided to pursue MBA, I decided to quit. Also, I could not have afforded to take leaves in new function.

PANELIST2: (Looking at something up on her laptop.) She started asking me about my company, its revenue, competitors, how it is different from the competitors, who are the clients.

There was a healthy discussion on this for about 7-8 mins.

PANELIST1 asked me about the books I read.

Candidate: Told them I don't read many books and that I didn't find non-fiction interesting – to this PANELIST1 said that in that case, you shouldn't be reading academic books at all. I clarified my situation & convinced them that I do read academic books, but due to office and preparation I was not able to read anything else.

PANELIST2 asked me the difference between permutation and combination, but under pressure I could not give a satisfactory answer and got confused.

Before leaving, I told them about a book I had read and then we exchanged some words about that book.

PANELIST1 asked me if I had any questions. I politely said no and the interview got over.

Interview and WAT Experience – 18

WAT Assessment

Who do you think is the most successful leader of 2015?

I wrote about Narendra Modi and the various schemes introduced by him like 'Make in India' and 'Swaccha Bharat Mission'. I also wrote about his foreign visits, which in turn helped us to get cheap foreign deals and good business relationships with other countries. Along with these, I tried to explain the importance of GST and why Narendra Modi is supporting it. Finally, I concluded with the success of the Modi government, with India becoming the third largest economy and the GDP growth rate highest amongst the BRICS nations.

Personal Interview

The next to follow was the PI. There were 3 members in the panel, one middle aged female Prof. and 2 middle aged male Professors. The PI lasted for around 2 minutes. X recalls the following:

PANELIST1: So X, you feel sad sometimes?

Candidate: Got surprised but could recollect that I wrote that in my Sop. I said, "Yes sir, each and every person goes through their ups and downs".

Popular Management Entrance Exams

PANELIST1: Are you happy here?

Candidate: Definitely sir I am feeling privileged that I am sitting for the interview of IIM Bangalore.

PANELIST1: What is your CAT percentile?

Candidate: 99.06

PANELIST1: Do you think it's enough to get into IIM B?

Candidate: Yes sir, why not. I have a good profile across my 10th, 12th, graduation, and I have been consistent throughout my career, so I definitely think I am eligible for the admission.

PANELIST1: Why do you want to do MBA right now? Go get some work experience and then come.

Candidate: No ma'am, it's like you have a continuity when you are studying but after you enter a job you tend to lose focus. Moreover, IIM B would give me a wider perspective, great pedagogy, great infrastructure and brilliant business networking, that will help me succeed in life as a corporate manager.

PANELIST1: So you have 96% in your graduation, that's amazing! What is your University rank?

Candidate: Ma'am, I have topped my university for three years.

PANELIST1: That is more a reason for you to stay in the technical line, you have learnt so much – go and test your knowledge.

Candidate: Talked about how my internship at Ericsson India Global Services helped me to garner passion for management and stuff.

PANELIST2: So X, you play table tennis. Who is the best Indian TT player and where is he from?

Candidate: Sir, it is Achanta Sharat Kamal from Chennai, Tamil Nadu.

Then we had a discussion about the ongoing doping case about Maria Sharapova, which continued for about 5 minutes.

Next, I was asked about Sania Mirza and Martina Hingis, and also about where I learnt my guitar.

It ended on that note with PANELIST1 telling me nice talking to you, and asked if I had any questions.

Candidate: Asked them about the normalization followed in the selection process.

Interview and WAT Experience – 19

WAT Assessment

Artworks often lead to social unrest. How to strike a balance so that rule of law can be maintained?

Ans: I wrote with an underlying tone of sarcasm, while taking veiled potshots at the saffron army. I wrote strongly against both vandalism of artworks, and also how some wannabe artists are trying to hog the limelight by deliberately inserting controversial material in their artworks. Conclusion was more in the line of hoping for more tolerance and sensibility. The key focus was to keep the essay, simple yet entertaining

Personal Interview

PANELIST1: So X, are your 7th semester results out?

Candidate: I was stumped. The result was out just the day before (I was like “How did they get to know about

it!!..Umm..but, do they actually know?”), and my GPA was poor to say the least. Though I could have taken a big risk and could have just said “NO” with a poker face, at that moment somehow, I experienced a sudden surge of honesty inside me. So I said, “Yes, It was announced only yesterday”. I spent the next five minutes defending my ‘not that great’ GPA against their infinite curiosity about my academic seriousness.

PANELIST1: Okay so tell me about why do we prefer digital communication over analog?

Candidate: Highlighted a lot of technicalities to which they all seem pretty uninterested. Sensing the mood, I veered the

discussion towards the only point I thought might interest them: money. And, luckily it worked. The senior professor smiled as soon as I started speaking about the cost effectiveness of digital communication.

PANELIST2: So, engineering is a digital domain, while management is completely analogue. Why are you going for analogue then?

Candidate: Again stumped with this fascinating analogy that made no sense at all. So tried to keep the analogy aside, and slowly turned the conversation to the standard “why MBA” answer.seemed pleased with my “dodging the bullet” strategy.

PANELIST2: Give me names of two successful entrepreneurs with MBA degree.

Candidate: Told them about Phil Knight and Kunal Bahl. Then they also asked about their respective colleges which I could answer almost instantaneously. (Thanks to all the last minute readings. I read an article about them just an hour before the interview).

PANELIST1: So who’ve wrote about Martin Luther King Jr. here (in the sop). Who was Martin LutherKing Sr.?

Candidate: (I had never heard of him, so went ahead with a guess) He was the father of Martin LutherKing Jr..

PANELIST1: You know of any more Martin Luthers?

Candidate: Told them about the other Martin Luther, the reformer of Catholic Christian religion and founder of protestant ideology. PANELIST1 was impressed.

PANELIST2: Why are you interested in playing only guitar and not any other instrument?

Candidate: Told them about my passion for 60's and 70's rock music, and how I was influenced by the likes of Clapton, Hendrix and Page, and how guitar is an instrument that embodies the spirit of rock'n roll.

PANELIST2: So, being a Bengali, why don't you appreciate Rabindra sangeet more?

Candidate: Told them about my unsuccessful attempts of learning Rabindra Sangeet as a kid. Also, admitted I liked Rabindra Sangeet more as just poetry than as songs. This discussion further went to Tagore's philosophy of education. I was well read about this, so I talked about it until they were tired of listening. It ended on a positive note with PANELIST2 telling me nice talking to you, and asked if I had any questions?

Candidate: Asked them about the prep course, to which PANELIST2 said you don't really need it. Enjoy the summer and then join us (Yess...he actually said it).

Verdict: Converted



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CATKing IIM WAT PI Schedule 2021-22

DAY	TOPIC	TIME
Monday	Marketing Mondays	10 to 11 pm
Tuesday	Current Affair Industry Insights (GD/WAT)	10 to 11 pm
Wednesday	How to Crack Interviews	10 to 11 pm
Thursday	How to Crack Case Study/SOP	10 to 11 pm
Friday	Finance Fridays	10 to 11 pm
Saturday	Personal Interview Must Do Questions	10 to 11 pm
Sunday	Concept Builders: GD/WAT	10 to 11 pm

Note: This schedule will be followed every week till March. Some variations may be there as per the B-School interview schedule Students will be informed about it in due course.

For More Details about the CATKing IIM WAT PI Preparation course with IIM A, B, C, L, SPJIMR Mentors, Contact 8999118999 or

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