



Indian Institute of Management, Lucknow

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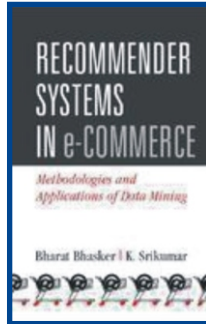
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From the Press

Books Published



Bhasker Bharat, Srikumar K. (2010), "Recommender Systems in e-Commerce"

The proliferation of Internet technologies and e-commerce has made the web space an exciting and interactive business platform for producers, marketers and consumers. At the same time, web itself has become complex and difficult to

navigate, overwhelming users with innumerable choices of products, services, and/or information. But, help is at hand with recommender systems which can overcome the information overload problem by retrieving appropriate information based on a user's past purchases, tastes and preferences and those of similar users.

Written by seasoned IT experts with extensive research and industry experience, *Recommender Systems in e-Commerce* deals with recommendation systems, process and techniques in detail. Enriched with illustrative diagrams and examples, the book covers:

- Processes, characteristics and classification of recommendation systems
- Basic techniques used in recommendation systems: Collaborative Filtering, Data Mining, Information Retrieval/Content Filtering

- Design, development and evaluation of recommendation system for low-involvement and high-involvement products
- Applications of recommendation systems.

The book will be useful for professionals working in e-commerce industry, management students, faculty and researchers.

Table of contents

- Recommender Systems-An Introduction
- Collaborative Filtering
- Recommender Systems-Data Mining Techniques
- Recommender Systems-Association Rule Mining
- Information Retrieval and Hybrid Methods for Recommender Systems
- Design of Recommender Systems for e-Commerce
- Recommender Systems for High-Involvement Products in e-Commerce
- Applications of Recommender Systems

Book Chapters



Ganguly B., and Dash S.B (2010) .Cultural influences on the antecedents and consequences of Trust in B2C online shopping: a Review and Research agenda, In Ruediger Kaufmann Hans (Eds) book titled *International Consumer Behavior: A Mosaic of Eclectic Perspectives- Handbook on International Consumer Behavior*. Access. UK.ISBN-978-0-9562471-3-1

Abstract:

The objective of this chapter is to provide researchers with an analytical framework for studying cultural influences on the antecedents of Trust in B2C online shopping. In the first phase a comprehensive review of past studies on online shopping has been undertaken, and the major antecedent factors of online trust have been identified. Testable propositions have been presented integrating links between key antecedent variables and trust. In the second phase the review of literature on culture suggested that the cultural orientations of customers determine the importance that they give to the key antecedent factors for generating trust.

It has been proposed that the relationships between the antecedent factors and trust would be moderated by the cultural values of customers.

Keywords: Culture, antecedents of trust, online trust.

Book Chapters



Saji, K.B. 2010. "Indian Food Goes Global (B)". In: Kate Gillespie, Jean-Pierre Jeannet, and H. David Hennessey. Global Marketing, Third Edition, Case 8.1, Cengage Learning, Inc. / Nelson Education Ltd., Arlington, TX, USA (ISBN 9781439039434).

Abstract:

This case broadly presents the internationalization experience of a packaged food retailing firm based in Coimbatore, a South Indian city well-known for its vegetarian preparations. The informal marketing research conducted by the firm in the overseas markets like U.K. and U.S.A., where the immigrant Indian population is assessed to be large enough to adopt the traditional Indian packaged food products, confirmed the company's strategic decision to go global. However, when the top management of the firm discussed the situation of international market entry at an emergency board meeting, there was great enthusiasm but little agreement.

Although the case narration touches upon all the five international marketing decisions, the case is particularly useful to make the class-room participants understand the minutiae of international market entry mechanism and timing decisions

Singh S. K., "Future Mobility in India: Implications for Energy Demand and CO2 Emissions", In Transportation System Studies and Policy Analysis, edited by S. Sriraman (Eds.), Mumbai: Himalaya Publishing House Pvt. Ltd., 2010, ISBN: 978-93-5024-087-8, pp. 392-415.

Abstract:

The aim of this study is threefold. First, it aims to provide a reliable data set of land-based passenger traffic volumes in India from 1950-51 to 2000-01 for the five major motorized modes of transport two-wheelers, cars, auto-rickshaws, buses, and railways. Second, based on this data set, it aims to estimate the long-term trends in motorized traffic volume and modal split up to the year 2020-21. Third, based on the projected values of aggregate traffic volume and modal split, this study aims to estimate the level and growth of energy demand and CO2 emission from the passenger transport sector in India. It is found that the motorized traffic volume in India will very nearly touch the mark of 13000 billion passenger-kilometers in

2020-21, out of which 91.7% will be provided by the roads and the rest by railways. If there is no reduction in modal energy and CO2 intensities, energy demand is projected to increase from 1060.8 peta joules in 2000-01 to 5584.4 peta joules in 2020-21 and CO2 emission will increase from 19.80 to 93.25 million metric tons of carbon equivalent during the same period.



Kumar, Sushil and Ali, Jabir (2010). History of Rice Marketing. In S. D. Sharma (Ed), Rice: Origin, Antiquity and History (pp. 452-485). Enfield, NH: Science Publishers

Abstract:

Throughout history of mankind, rice has been one of man's most important staple foods. Archeological evidence suggests that rice has been the staple food for more than 5000 years. Today, rice is eaten by more than two third of the world population, especially in Asia where 70% of the world's poor live. This unique grain is grown in more than 100 countries on every continent of the World. Historically, across cultures, rice has been documented as a source of food and for tradition and ritual as well.

In this chapter an effort has been made to explore world rice trade and track trade patterns right from ancient period to 2005. After, brief description of world rice market characteristics, the chapter goes on discuss world rice market in Ancient World, Medieval World, Colonial Era, Twentieth Century and finishes with first decade of Twenty First Century



Journal Publications

Research Publications

Nandi Sukumar (2010). Real & Monetary Determination of Real Exchange Rate Behaviour : A Developing Country Perspective', International Journal of Economics & Business. Vol. 9, No. 3 (2010), pp 547-557.

Abstract:

Every country while seeking equilibrium in open economy situation faces the impossible trinity: Independence of monetary policy, fixed exchange rate policy and free capital mobility. A country can have any of the two at a time, and third is to be sacrificed... this is choice. Given the fact that international capital mobility is now facts of life, a country's choice is now restricted to either fixed exchange rate regime or monetary policy independence. Since the latter is very important a, a country is to adapt a flexible exchange rate and use the latter as a target.

The present paper explores this aspect and the macro implications that follow with it.

Keywords: impossible trinity, numeraire, real exchange rate, equilibria, degree of openness, optimizing framework, gross domestic product.



Journal Publications



Sushil Kumar, Jabir Ali, (2010) "Indian agri-seed industry: understanding the entrepreneurial process", Journal of Small Business and Enterprise Development, Vol. 17 Iss: 3, pp.455-474

Abstract:

Purpose – The paper aims to discuss and analyse the entrepreneurial process in Indian seed business and factors affecting entrepreneurship in this sector.

Design/methodology/approach – The paper is based on in-depth personal interviews with 40 entrepreneurs involved in 31 seed ventures belonging to five districts covering three states of India – Uttar Pradesh, Haryana, and Uttarakhand. These firms were selected following the convenient method of sampling. All major components of entrepreneurial process – personal traits and background of the entrepreneur, legal and financial environment, and market structure – were studied in detail. Descriptive and relational data-analytic methods were adopted such as frequency distribution, cross tabulation, and correlation analysis

Findings – Realizing the importance of availability of quality seed to the farming community in adequate quantity in the country, current government policies are geared towards promoting and fostering entrepreneurship in seed industry in India. The paper finds that the firms established during last five to ten years have shown continuous growth indicating attractiveness of the industry. Ability to build entrepreneurial team with complementary skills and knowledge and experience of

Research limitations/implications – The findings of the paper is based on mainly qualitative data/information collected only from 40 entrepreneurs belonging to 31 seed ventures.

Practical implications – The study findings have implications for policy makers as well as for prospective entrepreneurs. It will help in designing appropriate policy instruments promote and foster entrepreneurship on one hand and provide suggestions for new entrepreneurs for creating sustainable new seed ventures on the other.

Originality/value – The paper is original and value loaded in the sense that this provides the practical implications for understanding the entrepreneurial process in a very critical segment of the agriculture sector.

Keywords :Agriculture and food technology, Business formation, Entrepreneurialism, India



Sangeeta D. Mishra, (2010) "Advertising and Market Structure : A Study of the Indian Consumer Goods and Services Sector", International Research Journal of Finance & Economics,, Issue 42

Abstract:

The study aims at analysing the relationship between industry advertising intensity and market structure using pooled data of 59 industries of the Indian consumer goods and services sector from 1999 to 2008. For this, a theoretical model has been developed which is an improvisation of Drofman- Steiner's model (1954) and Lee's model (2002). The results of the theoretical model show that sign of the relationship between industry advertising intensity and concentration depends upon whether the firms which enjoy high revenue market share are more advertising competent than the firms which are having low market share. The empirical results further show that there is a positive relationship between industry advertising intensity and market concentration in the Indian Consumer Goods and services sector.

The empirical results further show that for a given level of concentration the industries which earn lower price - costs margins engage themselves more rigorously in advertising activity than the industries which earn higher price-cost margins.

The results also show that the industries which have relatively small market size and / or have large investments in total assets incur higher advertising expenditure as a percentage of sales than the industries which have relatively large market size and / or relatively small investment in total assets. The results further show that the industries belonging to FMCG and services sector have higher advertising intensity than the industries which belong to the consumer durables sector



Raina R.L., Chhabra Sangeeta, Sharma G.L. (2010), "MGNREGA-A Step towards meeting the challenges of inclusive growth : A study of Six States", LBS Journal of Management & Research, Special Issue on MGNREGA, Volume VIII, Jan-Jun 2010, No. 1, ISSN 0972-8031

Abstract:

The paper is based on a nation wide research study undertaken by LBSIM, Delhi as the lead institute, on Management of National Rural Employment Guarantee Scheme : Issues and Challenges, sanctioned by AICTE

under its Nationally Coordinated Project (NCP) Scheme.

The study was carried out in six states in association with Giri Institute of Development Studies, Uttar Pradesh, Center for Economic and Social Studies, Hyderabad, Madhya Pradesh institute of Social Science and Research, Bhopal, Gujrat Institute of Development & Research, Ahmedabad, Nabakrushna Choudhury Center for Development Studies, Bhubneshwar, and Lal Bahadur Shastri Research Center for Public Policy and Social Change, Delhi as partner institutions.

The main objectives of the study were to examine the key process of and the institutional set up for implementation of NREGA and its provisions, implementation pattern, gaps, problems & impact of NREGA in creating additional employment and livelihood. Data was collected from 21 districts falling in phase 1 of NREGA, 43 blocks and 108 villages consisting of 1960 participant households and 1420 non-participant households. Some of the findings of the study on aforesaid objectives have been discussed in the paper.

MNREGS has been under implementation for the past four years and has demonstrated varying degree of success across the country. Evidence points towards a positive trajectory of the programme meeting its objectives. However, its success, like that of many other poverty reduction and employment generation programmes will depend a lot on its effective delivery. Examination of planning and implementation has thrown up very interesting issue, which vary across the selected sites. Some practices universal in nature need to be institutionalized for effective planning and implementation of NREGS through location-specific planning and implementation.

In terms of certain performance indicators of NREGS, it has been noticed that there are wide interstate variations as well as inter-district variations within a state. Also, for realising the potential of a poverty reduction programme, such as NREGS, awareness generation is perhaps the key to effective planning and implementation of the programme, not only to create conditions for articulation of demand for work but also for facilitating participatory and decentralized planning.

Conference/Seminar Publications



Ali, Jabir (2010) "Farmers' Perspectives on Quality of Agricultural Information Delivery Services in India" Paper Presented in International Conference on Agricultural Extension: Empowerment of Agri-food Stakeholders in Facing Global Challenges towards Sustainability, organised by Centre for Extension, Entrepreneurship & Professional Advancement (APEEC), Universiti Putra Malaysia, Selangor, Malaysia during October 26-28, 2010

Abstract:

The rapid technological advancements and changing agricultural systems necessitate the importance of efficient transfer of information and knowledge to the farmers for better decision making. In most developing countries, information on improved agricultural technologies and practices are public goods and agricultural extension services are one of the most common means of knowledge dissemination. However, publically-funded agricultural extension services has been transformed over the years, the role of public sector in agricultural extension have been refined and the participation of private sector has been strengthened to meet the information requirement of the farming community in an efficient and effective manner.

This paper analyses the effectiveness of agricultural information delivery services by public and private sources based on primary survey of farmers in Uttar Pradesh, India. Findings of the study indicate that private sector information delivery initiatives provide significantly better quality information to the farming communities as compared to public sector information delivery systems.



Kumar, Sushil (2010). Community-based Forest Management: An Organizational Perspective. Paper presented at XXIII IUFRO World Congress at Seoul, Korea, 23-28 August, 2010

Abstract:

In India, community-based forest management (CBFM) has emerged as a much advocated approach for sustainable forest management. However, in spite of a focused policy and administrative efforts, the results of CBFM systems have been mixed. One of the major factors of failure, often neglected in the CBFM literature, has to do with the ability of the Indian state Forest Departments (FD) to embrace and implement the concept of collaborative management. Viewed from the perspective of organizational theory and strategic management, strategies needed for implementing collaborative approaches of forest management differ from the ones currently in vogue in the state Fds.

This indicates that the old-style bureaucratic structures and working cultures of state FDs are not congruent with the organizational form suitable for implementing the participatory approaches under the CBFM paradigm. Building on the framework that the CBFM paradigm demands sharing decision making powers, authority and control between the state FD and various social players, some of the constraints the state FDs face in adopting and implementing the concept of CBFM, are examined. Understanding of incongruence between the working culture of state FDs and the decentralized working ethos of CBFM regime may go a long way towards explaining the frequent gaps between policy and practice.

Organized and Chaired a session on Strategies for Linking Climate Change Mitigation and Adaptation: Securing Livelihood Options in Tropical Forestry in XXIII IUFRO World Congress at Seoul, Korea, 23-28 August, 2010 (along with Bruno Locatelli, CIRAD-CIFOR and Bastiaan Louman, CATIE, Costa Rica

UNFCCC recognizes the importance of land use sector in achieving the goal of stabilizing concentrations of GHGs in the atmosphere and includes commitments relating to the sector. So far the market based mechanism, CDM, has benefitted few technically and financially advantageous individuals. Agriculture and forestry sectors which forms the backbone of many economies in the developing world has remained neglected due to many technical and institutional reasons. In order for rural communities to benefit from CDM and enhance their livelihood options, mitigation and adaptation measures need to be integrated into developmental projects.

Hence, keeping in view the broader congress theme, the objective of this session was to deliberate on possible institutional arrangements to promote integration of climate change mitigation and adaptation strategies with enhancement of rural livelihood options. A total of four presentations were made related to different aspects of the theme.

Ali, Jabir and Nath, Tribhuvan (2010) "Factors affecting informal land lease markets for vegetable growers in Uttar Pradesh". Paper Presented in Workshop on Agrarian Change-Trends and Implications, Organised by Giri Institute of Development Studies, Lucknow on October 22, 2010 at Lucknow.

Abstract:

The present paper analyses the participation of vegetable growers in informal land rental markets and identifies the important factors affecting the land lease pattern. The study is based on primary survey of 556 vegetable growers in six districts of Uttar Pradesh, India, conducted personally using a structured questionnaire. A Logistics Regression Model estimates the relationship between socio-demographic profiles of the vegetable growers and farm characteristics which may likely to affect the participation of vegetable growers in the land rental markets. Although tenancy legislation in most of the states in the country prohibits land lease except in special cases, the field survey shows that leasing-in and leasing-out is visible among all categories of households.

Several studies suggest that active lease market provide an opportunity to access land, reduce disparity in distribution of area of land operated, correct imbalances in factor proportions at farm level, and partly substitute for missing or incomplete factor markets, particularly for rural poor. Results of this study provide empirical evidences to design favourable land tenancy policy guidelines to create conducive environment for pro-poor venturing such as vegetable cultivation



Research Publications

IIML Case Series

Computerization of UP Government Treasury - Case of Koshvani.com, Author Prof. Bharat Bhasker

The Government Treasury is a place where taxes collected from various transactions at market places. It is a government department responsible for and putting into effect the Government's financial policy. The aim of the treasury is to raise the rate of sustainable growth, and achieve rising prosperity, by creating economic and employment opportunities for all. Treasuries allow governments to allocate funding to departments in the form of a budget visible as objects.

. This case deals with the computerization of treasury and its consequent impact on restructuring of existing business processes for effective management and deployment of funds.



Editorial Assignments

Prof. Saji K.B. Nair served as reviewer on the editorial review board of the conference proceedings of the *American Marketing Association's (AMA) 2010 Summer Marketing Educators' Conference* held at Boston, MA, USA during August 13-16, 2010. He worked for the Marketing Strategy and Marketing Management track.

Other Assignments

Professor Bharat Bhasker has been invited to serve in the **Consultative Committee of Executive body of Centre of Good Governance of Uttar Pradesh**, headed by Hon. Chief Minister.

Management Development Programs

Forthcoming

S.No	Program Title	Program Director	Dates	Venue
1	MDP for Punjab National Bank	Prof. Himanshu Rai/Prof. Chitra Singla	Nov. 8-13, 2010	IIM Lucknow Campus
2	AMP for Middle level ISS Officers	Prof. Manoj Anand/Prof. Archana Shukla	Nov. 8-19, 2010 -DLC; Nov. 21-27, 2010 - OLC	IIM Lucknow Campus, Sydney & Melbourne
3	AMP for Senior ISS Officers	Prof. Sushil Kumar (CFAM)/Prof. A Vinay Kumar	Nov. 8-Dec. 3, 2010 - DLC; Dec. 5-18, 2010 - OLC	IIM Lucknow Campus, Amsterdam, Paris, London, Brussels
4	Sales & Marketing for Mahyco Executives	Prof. Rajeev Kumra/Prof. Saji K B Nair	Nov. 10-12, 2010	IIM Lucknow Campus
5	How to Integrate Product and Brand with Marketing Strategy?	Prof. Devashish Das Gupta	Nov. 22-24, 2010	IIM Lucknow Campus
6	Overcoming Managerial Challenges: A Problem Solving Approach	Prof. Sushil Kumar & Prof. Shailendra Singh	Nov. 22-26, 2010	IIM Lucknow Campus
7	Core Leadership MDP for BSF Commandants	Prof. Pankaj Kumar/Prof. Rajesh K Aithal	Nov. 22-Dec 4, 2010	IIM Lucknow Campus
8	Effective Communication for Managerial Success	Prof. Neerja Pande	Nov. 23-25, 2010	IIM Lucknow Campus
9	General Management Programme	Prof. Archana Shukla	Nov. 29-Dec 10, 2010	IIM Lucknow Campus
10	GMP for NTPC NRHQ Executives	Prof. Prakash Singh & Prof. Neeraj Dwivedi	Nov. 29- Dec 10, 2010	IIM Lucknow Campus

Management Development Programs

Concluded

S.No	Program Title	Program Director	Dates	Venue
1	General Management Skills for Navodaya Vidyalaya Officers	Prof. Sushil Kumar (CFAM) & Prof. Rajesh K Aithal	October 4-8, 2010	IIM Lucknow Campus
2	Finance for Non-Finance Executives	Prof. Manoj Kumar	October 7-9, 2010	IIM Lucknow Campus
3	Understanding Self for Managerial Excellence	Prof. Pankaj Kumar	October 7-9, 2010	IIM Lucknow Campus
4	Retail Business Efficiency Development for High End Development Officers of LIC	Prof. Devashish Das Gupta & Prof. R L Raina	October 11-13, 2010	IIM Lucknow Campus
5	Personal Effectiveness & Growth for NHPC Executives	Prof. Shailendra Singh	October 11-14, 2010	IIM Lucknow Campus
6	Finance for Non-Finance Executives for Power Grid Corporation of India Ltd.	Prof. A Vinay Kumar	October 18-20, 2010	IIM Lucknow Campus
7	Leadership for Innovation in Agriculture (NAIP)	Prof. Sushil Kumar (CFAM)	October 18-22, 2010	IIM Lucknow Campus
8	Foundation Course of Management Teachers Programme (SMF) on Strategic Management	Prof. Krishna Kumar	October 18-23, 2010	IIM Lucknow Campus
9	Core Leadership Management Development Programme for BSF Commandants	Prof. Prakash Singh & Prof. Ashutosh Kumar Sinha	October 18-30, 2010	IIM Lucknow Campus
10	Managerial Effectiveness	Prof. Archana Shukla	October 25-29, 2010	IIM Lucknow Campus
11	Managing Quality in Agricultural Research System	Prof. M K Awasthi	October 25-29, 2010	IIM Lucknow Campus
12	General Management Programme for Defence Officers	Prof. R K Srivastava & Prof. Ajay K Garg	October 25, 2010 - April 18, 2011	IIM Lucknow Campus
13	General Management Programme for IFS Officers (MCT)	Prof. Sushil Kumar & Prof. Ajay K Garg	October 31 - November 4, 2010	IIM Lucknow Campus

Appointments



Dr. Atanu Chaudhuri has joined the Institute as Assistant Professor w.e.f. October 4, 2010 (forenoon) in the Operations Management Area.

Dr. Chaudhuri has completed his FPM from IIM Lucknow. He obtained his B.E in Mechanical (Hons) from Jadavpur University, Kolkata.

He has seven journal publications, three book chapters, one conference proceedings and ten conference presentations

to his credit.

His area of interest in teaching and research are capital investments in Indian manufacturing, constraints as a source of competitive advantages for Indian manufacturing, competitiveness of Indian manufacturing, metrics for product development and innovation, Marketing-Operations interface problems, Environmental sustainability in manufacturing, Supply Chain modeling etc.

Ms. Chitra Singla has joined the Institute as Assistant Professor (on contract) w.e.f. August 31, 2010 (afternoon) in the Strategic Management Area.

Ms. Singla has submitted her FPM Thesis to IIM Bangalore. She obtained her M.Tech from IIT Kanpur and BE in Chemical Engg. from Thapar Institute of Engg. And Technology, Patiala.

She has one book review, one international conference proceedings and three international conference presentations to her credit.

Her area of interest in teaching and research are International Business, Corporate Governance & Strategy Core courses, Diversification, Agency Theory etc.



Events during the month

Lucknow Campus

Prize Distribution Ceremony for हिन्दी पखवाड़ा (Hindi Pakhwara 2010)

Like every year this year also हिन्दी पखवाड़ा (Hindi Fortnight) was celebrated in a grand manner at IIM Lucknow. This year participation was seen from not only the staff members but also from FPM and PGP students. The prize distribution ceremony for the same was held on 20th October 2010. Dr. Devi Singh, Director IIM Lucknow distributed the prizes to the winners. There were six categories in all -

- 1 - Faculty Members and FPM students
- 2 - Officers
- 3 - Group B and Group C Employees
- 4 - Research Associates, AMC employees and contractual employees (Group B & C)
- 5 - PGP Students
- 6 - Group D Employees

Prize winners :

Category : Faculty Members and FPM students

- 1st Prize - Mr. Kriti Bardhan Gupta
2nd Prize - Mr. Kedar Josh
3rd Prize - Mr. Rajhans Mishra

Category : Officers

- 1st Prize - Mr. Pritam Singh
2nd Prize - Mr. Mahesh Chandra Shukla
3rd Prize - Mr. Dinesh Saxena

Prize winners :

Category : Group B and Group C Employees

- 1st Prize - Mrs. Savita Tiwari
2nd Prize - Mr. Rajesh Mukund Mohan
3rd Prize - Mr. Ram Nevaj

Category : Research Associates, AMC employees and contractual employees (Group B & C)

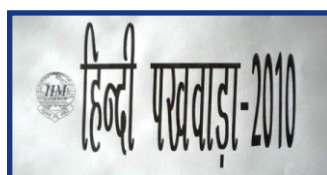
- 1st Prize - Ms. Shikha Gupta
2nd Prize - Ms. Anab Kidwai
3rd Prize - Mr. Rajkumar Yadav

Category : PGP Students

- 1st Prize - Mr. Rajkamal Girda
2nd Prize - Mr. Manish Anand
3rd Prize - Mr. Lokendra Kaushik

Category : Group D Employees

- 1st Prize - Mr. Shakur Baqsh
2nd Prize - Mr. Ram Kishan
3rd Prize - Mr. Rajkishore Yadav



Varchasava 2010 - IIM Lucknow's flagship Sports and Cultural Festival

IIM Lucknow's flagship cultural and sports festival, Varchasva, was held from Oct 1-3, 2010. The three-day show was a pot pourri of cultural, sports, fashion and musical events, all jammed together. Professor Ajay Garg, Chairman of Students' Affairs and Professor Ashwani Kumar, Chairman of the PGP program, inaugurated the festival and welcomed all the outstation teams that had turned up in good numbers despite the tense atmosphere prevailing due to the Ayodhya verdict.

Cultural events and stage plays dominated the first half of the festival while sports and music shows hogged the lime light during the latter half. One of the big hits of the show was "Nukkad – the street plays", that saw teams from 11 colleges dazzle the audience with their spontaneity. Thought provoking themes such as "Education System: How easy it is to build IITs, IIMs these days without basic infrastructure" (presented by the winning team of IET) and Indian attitude of "Chalta hai" with special focus on Commonwealth Games (LBSIM Runner-up) were some of the best seen for a long time. In the much awaited Kavi Sammelan, the stalwarts, Kumar Viswas, Ved

Prakash and Surendra Sharma enthralled the audience with their ingenious poetry and razor sharp wit.

In football, IIM Lucknow started its campaign in emphatic manner with a 13-0 win over IMS, Lucknow and finally went on to win the trophy. IMS Lucknow University, LBSIM, IIM Rohtak, IIM Indore and IIM Lucknow battled it out for top honours across cricket, tennis, badminton, basketball, volleyball, table tennis, snooker, carom and chess.

The other events that saw crowds throng the venue were the fashion show and the choreography events. The participants had spent countless nights preparing and rehearsing and that was clearly on display from the top class performances put up by all. On the second day night, the Wadali brothers engaged the students with some of the best Sufi songs ever. IIM Lucknow's cultural and sports extravaganza drew to a grand close on the October 3 with a rock show by Mrigya and their mesmerizing fusion.

Events during the month



From the Press

Name of the Publication : The Pioneer
 Edition : New Delhi
 Date : 27/10/10

LEADERSHIP SUMMIT AT IIM-L

IIM-Lucknow's Noida campus is organising the first of its kind summit for the corporate leaders to architect business models with sustainability.

'Udyam '10 - The Leadership Summit' will be held on November 13, 2010 at IIM Lucknow's Noida campus.

The summit is the endeavour to provide a platform where business leaders,

statesmen and eminent personalities exchange thoughts on the topics that are going to shape the future of India.

The summit aims at providing a channel for confluence of ideas and amalgamation of varied perspectives on the theme Architecting Sustainability.

The sessions are sustainability, healthy business, healthy environment and green economy.

From the Press

Name of the Publication : Times of India
Edition : New Delhi
Date : 18/10/10

GLOBAL EXPERIENCE

As part of their course curriculum, the students of International Programme in Management for Executives (IPMX), the flagship programme for mid-career executives from IIM Lucknow's Noida campus, recently visited ESCP Europe Business School, Paris, for a two-week gruelling international business module. The institute organised a visit to the RATP, the biggest private railway operator in France, for the Indian managers to understand the operations of the company. The students also got a chance to interact with the Indian ambassador in France. He addressed the students on the topic of the importance of the European Union for the growth of the developing economies of the world.

Name of the Publication : The Hindu
Edition : New Delhi
Date : 21/10/10

Students from Indian Institute of Management

Lucknow's Noida campus visited ESCP Europe Business School, Paris, for a two-week business module earlier this month.

They attended sessions on cross-cultural issues, idea and innovative management.

The visitors were also acquainted with the challenges being faced by the European Union and the current economic and financial scenario in Europe. Seminars on techniques used by organisations to transform global and international businesses, competitive intelligence, discussions on contemporary corporate scandals and industry visits were some of the highlights of the trip.

Name of the Publication : Times of India
Edition : Mumbai
Date : 12/10/10

30% stipend hike in IIMs on cards**Economy Boom To Bring Good Job Offers Too**

Chitra Unnithan | TNN



SUNSHINE TIME

Ahmedabad: IIMs are set to shine brighter this summer given the improving global economic scenario. Students expect a 30% hike in stipends—and more companies to choose from.

Summer placements at IIMs start in October-November, where the first year students are given an opportunity to intern with domestic and international firms for two months in April-May. With summers bringing in cheer, IIMs expect final placements in February-March to fetch good offers for the second year students. Students at IIM-Lucknow expect stipends to rise by 33% this year as compared to last year. About 125 companies are likely to participate in the placements this year as compared to 100 last year. "The number of companies participating would be higher by 25% this year," says Rahul Tom Joseph, recruitment coordinator, placement cell at IIM-L. For IIM-Kozhikode, the expected rise in average stipend is about 10-15%. "The highest stipend last year was Rs 1 lakh and we expect a rise of 15% this year. The highest number of offers are expected in marketing

and sales," says G Sridhar, chairperson, placements at IIM-K. IIM-Ahmedabad, which placed 310 students of its 2009-11 batch in record four days at summer placements, has chosen the cohort process, which happens over weekends starting November 12, giving more time for recruiter-student interaction. "Participation is expected to be higher than last year," says Mansi Chitalia, member, student placement committee at IIM-A.

Traditionally, IIM-Calcutta has been the preferred institute campus for investment banks and private equity firms. "We should see all of them back on campus this year and hopefully some new names as well," says Hariharan Sriram, external relations secretary, IIM-C. For 374 students, IIM-Bangalore expects 130 companies to participate this year—the institute has seen the highest number of offers from finance and consulting.

Name of the Publication : Times of India
Edition : Ahmedabad
Date : 14/10/10

CAT registrations see 14 per cent decline this year

Dayananda Meitei | TNN

Ahmedabad: Sale of vouchers for registration to Common Admission Test (CAT), which has seen a decline last year, has seen no improvement this year too. With the sale of 2.6 lakh vouchers this year for CAT 2010, the figures have declined by around 14 per cent.

The sale of voucher and registration for CAT has been on decline since 2008 when around 2.7 lakh candidates were registered for the test. Last year, around 2.4 lakh vouchers for registration were sold to candidates, of which 2.1 lakh candidates had given the test of CAT 2009.

Himanshu Rai, faculty of Indian Institute of Management Lucknow (IIML) and convener of CAT 2010, ascribed economic recession to the continuous decline in the sale of vouchers since 2008. "Majority of people who are pro-



In the past two years, placements were hit hard by the economic downturn, resulting in the decline for CAT registration. Thus, candidates do not want to experiment with MBA, but stick to their current jobs instead

spective takers of the test with most of them already working are least interested in appearing for CAT at present. In 2008,

as the job placements for MBA students were very lucrative with overseas opportunities, the registrations for CAT had gone up. However, in the past two years, placements were hit hard by the economic downturn, resulting in the decline for CAT registration. As a result, candidates don't want to experiment with MBA, but stick to their current jobs instead," explained Rai.

However, Rai expressed hope that once the scenario improves, CAT will once again become favourite among students. "By the way, decline in the candidates' number doesn't include freshers," he said.

This year, the sale of voucher and the registration for CAT 2010 were extended by 7 days from its last dates. While the test is scheduled to be conducted from October 27, 2010 to November 24, 2010, the results are likely to be announced by 12th January 2011.

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From the Press

BRANCHING OUT

IIMs can set up campus abroad, will go for formal fund-raising

BY PRASHANT K. NANDA
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NEW DELHI

The government has given the Indian Institutes of Management (IIMs) more control over their budgets and allowed them to open branches in India and abroad.

IIMs can now approve their budgets, raise money and use it to create new posts and open new campuses without needing governmental clearance, human resource development (HRD) minister Kapil Sibal said in a meeting with the heads of the 10 IIMs.

The meeting on Wednesday also decided that IIMs can offer a 'top up' salary to professors—above the salary sanctioned by the government—to be able to hire the best faculty members and promote academic excellence.

"Autonomy should go hand in hand with accountability," Sibal said after the meeting. "The faculty, the director and the board of governors should take steps to prepare annual action plans and key performance indicators at each level and be fully accountable and transparent."

The meeting also accepted an internal report which proposes that IIMs raise funds from their alumni, many of whom are successful entrepreneurs or working in top-managerial positions globally.

The report, prepared by a ministry-appointed panel, has suggested an initial plan for the four oldest IIMs—at Ahmedabad, Kolkata, Bangalore and Luc-know—to raise ₹400 crore from their alumni over a period of three years, *Mint* reported on Wednesday. The plan follows Yale University's fund-raising model, under which the institutes will identify prospective donors, solicit money from them and keep them informed about how it is being used.

While accepting the panel's proposals, the meeting decided that IIMs should raise funds from alumni as well as rich individuals.

The business schools will now set up fund development offices, appoint experts to raise funds and conduct roadshows and workshops, as suggested by the panel.

"The IITs (Indian Institutes of Technology) have done it successfully and now IIMs will

do it. This will give them greater financial autonomy," a ministry spokesperson said. "To raise funds, IIMs used to conduct executive programmes, which was affecting the research. With money coming from endowment, they will be better placed financially."

Bharat Gulia, manger, education, at consultancy and audit firm **Ernst and Young**, said IIMs are looking for greater financial autonomy to grow as global educational brands. "And this is a significant positive step."

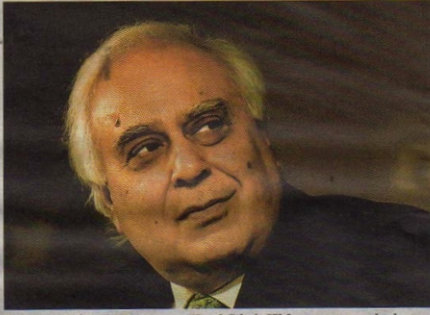
The Wednesday meeting also accepted the report of a panel headed by R.C. Bhargava, chairman of **Maruti Suzuki India Ltd**, and chairman of the board of governors at IIM-Ranchi, which recommended reducing the number of governors from 26 to 14.

It decided that the director of each IIM will be selected by the government out of three names recommended by the IIM's board of governors. The HRD ministry has been advertising the post until now.

The opening of three new IIMs at Raipur, Ranchi and Rohtak has taken the number of the elite business schools to 10. The older ones are in Kozhikode, Indore, Ahmedabad, Bangalore, Kolkata, Lucknow and Shillong.

Sibal said old and new IIMs should sit together to streamline the use of technology for class scheduling, attendance, mark compilation and so on.

The HRD ministry also informed the IIMs during the meeting that their request to be exempted from paying service tax on earnings from executive education programmes has been accepted by the finance ministry.



Easing controls: HRD minister Kapil Sibal. IIMs can approve budgets, raise money and use it to create posts without a government nod.

All IIMs have been asked to streamline the use of technology for class scheduling and mark compilation

Name of the Publication : The Pioneer
Edition : Lucknow
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IIM-L's Varchasva ends on a musical note

PIONEER NEWS SERVICE ■ LUCKNOW

Varchasva-2010 concluded on a musical note involving a 'war of bands' at IIM-L on Sunday. The musical treat kept the audiences glued to their chairs mesmerised to the foot-tapping beats and mellifluous tunes of selected numbers performed by the participants.

Teams from IIM-Lucknow's 3.4 rock band, Lal Bahadur Shastri Institute of Management (LSBIM), Jai Narain PG College, Chhatrapati Shahu ji Maharaj Medical University and BIMTECH- Noida seemed leaving the other behind in their war of bands.

The show took off with the BIMTECH band performance in which the group belted out 'Mera maula bant gaya' which gained relevance in the wake of the ongoing debate over Ayodhya issue.

However, JNPG won the 'war of bands' and walked away with the first prize while IIM-L got second and BIMTECH third prizes.

Amidst high voltage performances, JNPG College showcased their classical rock performance striking an immediate melodious chord with the audiences. They drew huge applause. Vocalist Anurag and guitarists Nishit and Gaurav were part of the JNPG band.

While 3.4 rock band of IIM-L and CSMMU gave a scintillating performance on the occasion. Mrigya, a rock band, presented soulful music blended with symphonies of different instruments.

The performance of LSBIM group was also noteworthy. They presented the number 'I love rock and roll' and was appreciated by one and all. The group included vocalist Manisha and guitarists Tangi and Aaditya.

After the spell of sonorous music and symphonies, it was the time for some serious thinking with a skit depicting social causes, values and our responsibilities as part of this society. Another event Prashnawali marked the day at Varchasva.

IIM-L bagged all three prizes amongst eight teams, which participated in the event. As many as 35 teams participated in the preliminary round of the quiz and only eight teams were selected for Sunday's event. In Prashnawali, Sumantra, Mayank Singh and Anurag Singh of IIM-L secured first position, Ramsaravana RS, Himanshu Garg and Jayant Paleti got second prize while Prasad Naik and Rohit Gupta also of IIM-L bagged the third prize.

Besides, other activities included sports events in which teams of Lucknow University's IMS, LSBIM, IIM Rohtak, IIM Indore, IIM-L took part. The sports events which took place in Varchasva included cricket, tennis, badminton, basket ball, volleyball, table tennis, snooker, carom and chess.

IIM-L was the winner of cricket and badminton championships.

A fashion show followed by choreography were also organised to audiences amusement. The theme of the fashion show was Indian marriage and saw participants dressed up in different traditional wedding ensembles of the country.




Participants at war of bands; (right) a girl student participating in face painting competition on the concluding day of Varchasva, the IIM-L extravaganza on Sunday

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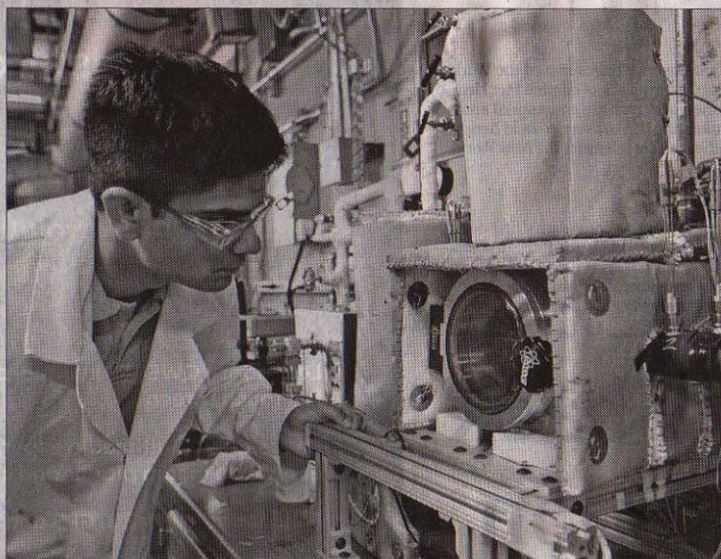
New paradigms in knowledge

BENOÎT B Mandelbrot, professor emeritus of mathematics at Yale died recently at the age of 85. Till his death, he worked on his favourite subject of study of asymmetric and chaotic shapes. His work led to major innovations such as 'fractal geometry' and found newer applications across many disciplines of physics, biology, stock markets behaviour, and finance. However, today's piece is not devoted to Mandelbrot but something more fundamental. I will connect back to Mandelbrot in a moment because another story must be briefly told.

At a recent conference of academicians (mostly PhDs in engineering and management), a well-known figure from the industry was invited to deliver the keynote address. His speech was about career paths for 'professionals such as you' and what he perceived to be the ideal path of progression. The speaker told the gathering how he forgot all his engineering degree knowledge by the age of 35, as he assumed greater managerial responsibilities including becoming CEO of a large manufacturing company. By the time he was in his late 50s and 60s, he went on to occupy board positions in some companies. Of late, he was spending his time mostly in deal-making at golf courses and dinners. Then he exhorted the academic community not to remain strait-jacketed but 'broaden' their perspective and assume different responsibilities beyond their professions. He lamented that academics seldom moved beyond their disciplines.

During the short question and answer session, a professor mentioned that there is a difference in the meaning of careers between industrial workers,

Arun Kumar Jain



LINKED TOGETHER: In the new paradigm, research is interconnected and interdependent between standalone specialisations and individuals

corporate professionals, and knowledge workers. Their notions of career path are accordingly different. A faculty cannot go and make deals at the golf courses. To this, the speaker replied that today, there is no difference between a knowledge worker and an industry worker.

This is where Mandelbrot comes in. For him, the discipline of mathematics gave him a philosophical meaning to life. Instead of becoming a manager-generalist, he immersed his soul to deeper knowledge about other theoretical strands, application opportunities, and limitations of his geometrical propositions. Assessing Mandelbrot's life in terms of managerial responsibilities or administrative positions held would be immoral.

May be the frames of worldly understanding of the speaker and audience (especially the questioner) were different. The faculty works in a flatter structural set-up where positions ideally are few (generally three) and do (should) not matter. In an increasingly dynamic world, where new technologies and knowledge are exploding by the day, the challenge is to remain abreast of developments. For a professor who wishes to remain relevant to her students and peers, the career movement is not moving away from the discipline (as the speaker probably desired) but digging deeper into the discipline and connecting newer networks to it. This is also true for other specialisations such as dentistry and

surgery. For the knee-replacement of a former prime minister, an elderly surgeon was flown in from the US.

But let us not confine the debate to the plebian levels of generalists versus specialists. Both are required to run the place. In the new paradigm, research is interconnected and interdependent between standalone specialisations and individuals (example: nanotechnology). Look at the recent list of chemistry and physics Nobel laureates. It is hard to make out which field they belong to — after all, it is the atoms and molecules that make up their cosmos of black holes, chemistry, biology, and physics. No wonder, one laureate said half-mocking that 'all physics is chemistry'. This is where the conver-

gence is occurring between the two perspectives of super-specialisation and cross-disciplinary fertilisation. To view one as superior to the other can lead to societal complexities. Essentially, the issue has to do with the mindset of 'ownership and service' — people who feel passionate about creating something new, continuously acquiring something that takes the world forward and serves society.

Yes, there is no doubt that in a complex world, managers too must become T-shaped — they must strengthen the vertical domain dimension simultaneously as they grow on the horizontal worldly-wise frame. Likewise, a domain specialist can become a still better faculty by reaching out to other professions and (bringing in) learning from there. It all depends on the 'role models' one chooses. If he is Einstein, one will take interest in world peace, guitars, beauty (of all kinds) and universality of love, and may be Shakespeare, while pursuing a single unified theory till death. Or if he is Mandelbrot, then one is looking at a hardcore mathematician working to explain the non-measurable and collaborating with multidiscipline specialists. There are enough excellent role models of academic administrators too.

A final thought — what if this prominent corporate czar were ever to become a chairperson of a management institute (such as an IIM). It will surely lead to lot of heartburn, sycophancy, and hijacking of priorities in that unfortunate institution!

(The writer is chairman of Center for Accelerated Learning, Innovation and Competitiveness, Germany, and professor of strategy and corporate governance, IIM-Lucknow)

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Entrepreneurial spirit grows stronger at IIMs

Interest to set up own ventures up by 25% among students

SREERUPA MITRA

Bangalore

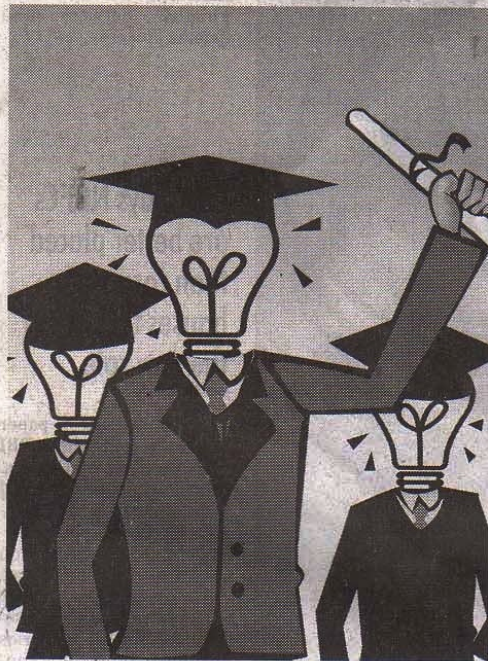
ENTREPRENEURSHIP is in vogue. Despite the market recovering completely following last year's downturn and BFSIs ready to hire, management students at the Indian Institutes of Management (IIMs) are showing keen interest in setting up their own ventures.

Last year, with the finance sector undergoing turmoil and job offers shrinking, it was but natural that students were going the entrepreneurial way. However, this year has seen interest among students to set up their own companies increasing by 25-30 per cent.

"The interest among students to start their own venture has persisted. Also with a wider set of opportunities coming up, students are finding it a lot easier and convenient to become entrepreneurs," said Rakesh Basant, professor of economics and chairperson of the Center for Innovation, Incubation and Entrepreneurship (CIIE) at IIM-Ahmedabad. At IIM-A, the incubation centre mostly encourages innovative concepts related to technology.

According to Abhishek Nirjar, associate professor of entrepreneurship and strategy at IIM-Lucknow, the recent slowdown has been a blessing in disguise as it has pushed the students to explore their interest towards start-ups, up by about 30 per cent. "Though we do not have any structured institutional cell, IIM-L has a centre for entrepreneurship venture, where we mentor students aiming to start own ventures. Every year, we support at least 10-15 ideas," he said.

Alpesh Chadda, a second-year student and president of Centre for Entrepreneurship and Innovation (CEI) at IIM-Calcutta said that a visible trend at the



"SETTING up a venture entails lots of risks, but students at IIMs perceive themselves as people who can generate opportunities"

Ankit Goel

Club coordinator, Entre, IIM-A

campus is the expression of interest from students who already have an existing venture or family business.

"The culture for entrepreneurship is growing as students have started looking at it as a career choice. Moreover, today the institutes are offering courses specific to entrepreneurship. Also, India is a growing market and everyone wants to tap into the available potential. These factors are leading to the increased interest," he added.

The CEI at IIM-C does not have a formal incubation centre, but has supported various startups. It helps students to design market surveys, conduct feasibility studies, business plan preparation and finally, getting them venture support from venture capital and angel investor network across the country.

Similarly, IIM-Kozhikode, encourages entrepreneurship amongst students by hosting seminars, workshops, contests and providing necessary resources to all those who are interested.

Also, the entrepreneurship cell at the institute provides necessary mentoring and resources to students from idea to the implementation phase.

According to professor Nandakumar, chair of the Entrepreneurship Cell (E-Cell) of IIM-K,

"We are discussing the possibility of setting up a Business Incubation Centre at IIM-K. More than 40 of our alumni have set up their own business." The institute saw six students opting for entrepreneurial ventures last year and a few students who are in the second year now have shown interest in entrepreneurial activities.

Speaking about the sectors that are attracting majority of the ventures, Nirjar said that it includes consulting, software, career counseling, personality grooming, IT and education. Social entrepreneurship is also on the rise.

"Entrepreneurship is all about having the right business idea. Setting up a venture entails lots of risks and challenges, but students at IIMs perceive themselves as people who have the capability to generate opportunities for others. This is what pushes them to start something on their own," said Ankit Goel, club coordinator of Entre, the entrepreneurship club at IIM-A.

Goel also added that there is sizeable chunk of students who tend to work for a few years and then come back to IIM-A to incubate their business plans.

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EC
Trendspotting

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City
लखनऊ VI

रणभूमि के महारथी सीखेंगे प्रबंधन के गुर

आईआईएम का जनरल मैनेजमेंट प्रोग्राम कल से, तीनों सेनाओं के 30 अधिकारी 24 सप्ताह तक लेंगे प्रशिक्षण

● अमर उजाला ब्यूरो

लखनऊ। योग्यता व रणनीतिक कौशल से सेना में धाक जमाने वाले अधिकारी अब प्रबंधन में भी अपना जलवा बिखेरेंगे। आईआईएम लखनऊ तीनों सेनाओं के चुनिंदा सैन्य अधिकारियों को मैनेजमेंट का प्रशिक्षण देगा। यह छठा जनरल मैनेजमेंट प्रोग्राम सोमवार से शुरू हो

रहा है। प्रशिक्षण कार्यक्रम का उद्घाटन आईआईएम के मंथन सभागार में महानिदेशक पुनर्स्थापना मेजर जनरल प्रमोद बहल करेंगे। आईआईएम की मीडिया स्ट्रिशन ऑफिसर अनुराधा मंजुल ने बताया कि तीनों सेनाओं के 30 सैन्य अधिकारी 24 सप्ताह तक प्रबंधन की विभिन्न विधाओं की जानकारी हासिल करेंगे, जिसमें पांच महिला

अधिकारी भी शामिल हैं। रक्षा मंत्रालय के पुनर्स्थापना विभाग की पहल पर सैन्य अधिकारियों के लिए पाठ्यक्रम वर्ष 2004 में शुरू किया गया था, जिसके अब तक आठ बैच निकल चुके हैं। इसमें पांच बैच आईआईएम लखनऊ तथा तीन बैच नोएडा कैम्प से निकले हैं। अब तक 350 से अधिक सैन्य अधिकारी यह प्रशिक्षण प्राप्त कर चुके हैं और इनका प्लेसमेंट रिकॉर्ड भी बहुत अच्छा रहा है।

बैटल फील्ड टू बोर्ड रूप : आईआईएम लखनऊ एवं रक्षा मंत्रालय के संयुक्त तत्वावधान में संचालित पाठ्यक्रम का उद्देश्य सैन्य अधिकारियों के लिए कैरियर का दूसरा विकल्प तैयार करना है। इसमें सेना के सामान्य चयन तथा शॉर्ट सर्विस कमीशन के द्वारा चयनित अधिकारियों को छह महीने के जनरल मैनेजमेंट प्रोग्राम पूरा करने के बाद सॉर्टिफिकेट दिया जाता है। इसके आधार पर कार्पोरेट जगत में उनके लिए बेहतर नौकरियों की संभावनाएं खुलती हैं तथा सेना से सेवानिवृत्ति के बाद प्रशासन व सुरक्षा क्षेत्र के साथ ही प्रबंधन क्षेत्र में सुनहरा भविष्य सुरक्षित होने का आधार तैयार होता है।

ये होंगे विषय

अकाउंटिंग व फाइनेंस, निर्माण विज्ञान, संगठनात्मक व्यवहार, मानव संसाधन प्रबंधन, कम्प्यूटेशनल स्किल, मार्केटिंग, रणनीति, संचार तकनीक एवं बिजनेस इनवॉयरमेंट, विस्तेपनात्मक तकनीक व संयंत्र तथा उद्यमिता के मुद्दों की समझ।

Name of the Publication : Hindustan
Edition : Lucknow
Date : 26/10/10

लखनऊ
मंगलवार, 26 अक्टूबर 2010 लखनऊ

सैन्य अफसरों को नहीं भा रहा कॉरपोरेट जगत

मंटी ने घटाया मोह, आईआईएम में सैन्य अधिकारियों के लिए जनरल मैनेजमेंट प्रोग्राम शुरू

निज संवाददाता

लखनऊ

सेना के अफसरों के कदम अब कॉरपोरेट जगत की ओर नहीं बढ़ रहे हैं। मंटी के कारण कंपनियों में नौकरी के ऑफर घट गए हैं। वहीं सेना में छठ वेंतमान लागू होने से अब उन्हें सेना में रहने पर लाभ दिख रहा है। यही वजह है कि शॉर्ट सर्विस कमीशन व सेना के साधारण सर्विसमें अब रिटायरमेंट लेकर कॉरपोरेट जगत की ओर कदम नहीं बढ़ा रहे हैं। यह बात रक्षा मंत्रालय के महानिदेशक पुनर्स्थापना मेजर जनरल प्रमोद बहल ने



आईआईएम में सोमवार को मेजर जनरल प्रमोद बहल ने प्रशिक्षण की शुरुआत की • हिन्दुस्तान

प्रो. पंकज कुमार ने कहा कि अफसरों को पढ़ाई के लिए अच्छा माहौल मिलेगा। प्रोग्राम डायरेक्टर प्रो. अजय गर्ग व प्रो. आरके श्रीवास्तव ने भी विचार रखे।

स्मारकों की सुरक्षा करेंगे भूतपूर्व सैनिक

देश में भारतीय पुरातत्व सर्वेक्षण की ओर से संरक्षित स्मारकों व पर्यटन स्थलों की सुरक्षा की जिम्मेदारी भूतपूर्व सैनिकों को देने पर विचार किया जा रहा है। रक्षा मंत्रालय व पर्यटन विभाग प्रस्ताव बना रहे हैं। यही भूतपूर्व सैनिक सैलानियों के लिए गाइड का काम भी करेंगे। इसके लिए उन्हें प्रशिक्षित किया जाएगा। यूपी सरकार ने स्मारकों की सुरक्षा का जिम्मा संभालने के लिए अलग फोर्स बनाई है।

नक्सलियों से मोर्चा लेने में करेंगे मदद

■ गृह मंत्रालय का प्रवास है कि नक्सल प्रभावित क्षेत्रों में सीआरपीएफ की मदद सेना से रिटायर वेंसीओ व रिटायर सैनिक करें, बिनास बालूबै सुरंग विस्फोट जवानों के लिए चुनौती बन रहे नक्सलियों पर नकल कसी जा सके। वेंसीओ इस तरह की रणनीति को नाकाम करने में माहिर होते हैं। रिटायर होने के बाद उन्हें विशेष ट्रेनिंग देकर मास्टर ट्रेनर के रूप में तैयार किया जाए।

Name of the Publication : Pioneer
Edition : Lucknow
Date : 26/10/10

It is not fair enough for the fairer sex



Group photo of defence officers present at the inauguration of IIM's General Management Programme on Monday. Pioneer

SHARMILA KRISHNA
LUCKNOW

Policy decisions and matters pending in the Apex Court have not been very favourable to women defence officers. The maximum number of years they can serve in the defence forces is 14 years making many of them think of other career options even while they are in the services. In a tete-a-tete with The Pioneer, some of the women officers who were at the IIM-L as participants in the Ninth General Management Programme that was inaugurated on Monday, said that they would love to continue with the defence forces which had given them much to cherish.

The women officers averred that their possibilities of climbing up the ladder to better posts diminished due to their short tenure in the services. They regretted that while their male counterparts made quick strides, the women could at the most go up to the post of Lieutenant Colonel.

Major Vanita Dhaka, who

hails from Bikaner, said that she would have liked to continue with the defence services but unfortunately she could not do so. "I will shortly complete 14 years that is the maximum one can go and have to search for new avenues. My stay has been excellent in the defence services and since I was in the ordinance, I can utilise my skills in the corporate world," said Dhaka. The woman official, who has a daughter and is married to an defence officer, swept aside any suggestion that family responsibilities could have been another factor for the change over. "Family support has always been there. If you do not have the family support, you cannot work here," added Dhaka.

Another woman officer Neha Trivedi came into the army with a passion for the uniform and a desire to serve the country and had completed five years in the defence services as a Major. She agreed with Dhaka and said: "Family responsibility has never been issue."

Sapna Sharma, who hails

from Baroda and has already served for 10-and-a-half years, was taking the course to assess its potential. "I will see what appeals to me and take my decision accordingly," said Sapna.

Lovleen Kaur Mann, who hails from Bhatinda and is into the legal part of the defence services, said that she had entered the services to learn about military law. "I have done my graduation in Law and it was in the defence services only that I could have got a good insight into military law. I have always wanted to be a part of the corporate world," said Lovleen.

DG, Resettlement, when queried about the issue, said that those were policy decisions and the matter was being still pending in the Apex Court. "In case of women, most of them do want to opt for a change because of family responsibilities. Many of the males also opt out of army because of old parents. For the defence services, we give them a good opportunity even after they opt out," said Behl.

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IIM-L to teach Army, Navy, Air Force officers

LUCKNOW: The Indian Institute of Management-Lucknow began a six-month-long general management programme for 30 Army, Navy and Air Force officers on Monday. Ninth in the series, the programme named "From Battlefield to Boardroom" was inaugurated by Major General Pramod Behl, Director General Resettlement. "Each year, around 60,000 men retire from services and to enhance their future employment avenues, they take up programmes like these," said Behl. The 30-member batch, which includes four women, has been divided into five terms.

ENS

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सैन्य अफसरों के लिए प्रबंधन कोर्स

लखनऊ, 25 अक्टूबर (जाब्यू): रियरमेंट के बाद कार्पेट जगत में करियर तलाशने के मकसद से प्रबंधन के गुर सीखने वाले सैन्य अफसरों के लिए भारतीय प्रबंध संस्थान लखनऊ (एलएनए) में जनरल मैनेजमेंट प्रोग्राम का नया संस्करण शुरू हुआ। चौबीस हफ्तों के प्रोग्राम में 30 सैन्य अफसर प्रबंधन की विभिन्न विधाओं से परिचित होंगे। आईआईएमएल के लखनऊ परिसर में यह छठवां कोर्स है जबकि नोएडा परिसर में ऐसा तीसरा प्रोग्राम अभी जारी है।

आईआईएमएल में सैन्य अफसरों के जनरल मैनेजमेंट प्रोग्राम के इस नये संस्करण के शुभारम्भ के मौके पर प्रोग्राम डायरेक्टर प्रो. अजय गुर्ग ने बताया कि इस कोर्स के दौरान प्रत्येक अफसर को 475 घंटे क्लासरूम में बिताने होंगे जबकि उन्हें एसाइनमेंट पर तकरीबन 800 घंटों की मेहनत करनी पड़ेगी। इस मौके पर मीजुद सेना के डायरेक्टर जनरल (रीसेटलमेंट) मेजर जनरल प्रमोद व्हाल ने प्रशिक्षु सैन्य अफसरों से कहा सेना के अनुशासन व समर्पण के साथ आईआईएम में हासिल किये गए प्रबंधन ज्ञान से उनका टैलेंट और चमकेगा। अफसरों को आईआईएमएल के मैनेजमेंट डेवलपमेंट प्रोग्राम के चेयरमैन प्रो. पंकज कुमार ने भी संबोधित किया।

सीआरपीएफ की मदद करेंगे रियरड सैन्यकर्मों

लखनऊ : विभिन्न राज्यों में लक्सनवाट की समस्या से जूझ रहे केन्द्रीय रिजर्व पुलिस बल (सीआरपीएफ) की मदद रियरड सैन्यकर्मों करेंगे। ये सीआरपीएफ को बरखर्दी सुरंगों और विस्फोट करने वाले उपकरणों (आईईडी) का पता लगाने और लाकान करने के तथिके बतायेंगे। गृह मंत्रालय ने रक्षा मंत्रालय को प्रस्ताव भेजा है। वह इस प्रस्ताव पर शाहीनता से विचार कर रहा है। सेना के एक वरिष्ठ अधिकारी ने यह जानकारी सोमवार को यहां दी। उन्होंने बताया कि बरखली सीआरपीएफ को बुकसाब पहुंचाने और गतिविधियों को अज्ञान देने के लिए बड़े पैमाने पर उच्चोक्त विस्फोटक उपकरणों (आईईडी) का इस्तेमाल करते हैं। सीआरपीएफ के पास इससे निपटने के लिए समुचित विशेषज्ञता का अभाव है, पर सेना इससे दक्ष है। गृह मंत्रालय ने रक्षा मंत्रालय को प्रस्ताव भेजा है कि इस विद्या में प्रशिक्षित करने के लिए रियरड सैन्यकर्मियों की मदद ली जाए।

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New job doors may open for ex-servicemen

NINTH GENERAL mgmt programme for defence officers inaugurated at IIM-Lucknow

HT Correspondent
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LUCKNOW: The army's resettlement directorate is holding talks with the union ministries of home, defence and tourism to open new employment avenues for ex-servicemen.

These include getting ex-army personnel to train men of the Central Reserve Police Force (CRPF), especially those doing duty in Maoist-affected areas of the country. Retired army personnel may also be seen guarding historical monuments, under the Archaeological Survey of India (ASI). Though recession and the sixth pay commission benefits have led to fewer defence per-

sonnel contemplating retirement, the resettlement directorate feels that ex-armymen could be gainfully employed in various ways as there are roughly 60,000 defence personnel retiring (including those who seek voluntary retirement) every year.

Senior army officers coordinated that talks were on with the three ministries for opening newer career opportunities for ex-defence personnel.

"We are hopeful the proposals will be okayed. Still, several things need to be cleared. For instance, if ex-armymen are to be deployed for protecting historical monuments, will they have powers which the police possess? Will they be armed? Will they have

THERE ARE AS MANY AS 30 PARTICIPANTS, INCLUDING WOMEN OFFICERS, IN THIS PROGRAMME.

powers to arrest wrongdoers? All these aspects are being looked into," senior officials said. Major General Pramod Behl, director general (DG), resettlement, who was in Lucknow to inaugurate the ninth general management programme (GMP) at IIM-Lucknow for those army officers wanting to make the switch from battleground to corporate boardrooms, refused to comment on

the newer employment avenues being probed for ex-armymen.

However, he said the resettlement directorate was busy holding 900-odd courses, aimed at arming the defence personnel with necessary skills, which will help them take up jobs in the corporate world.

"Those who have taken such courses earlier are now employed in nearly 150 top companies of the country. All of them are doing well. Several top corporate houses actually give priority to ex-defence personnel," the army officer said. He said there were plans to form an alumni committee of those army officers who made the switch from battleground to boardrooms after taking courses

facilitated by the resettlement directorate. "This would be immensely helpful in guiding army officers, as well personnel below officer rank (POB) on how to go about making the switch," he said.

Major General Behl said the directorate has decided to extend all help to those officers, who are retiring and still willing to serve. Earlier, programme director, Prof Ajay Gang, IIM Lucknow, welcomed the participants and briefed them about the course structure and facilities available at IIM-Lucknow.

Group Captain R. Venkateshmanan, Brigadier A. K. Sivach, Colonel SS Seshan and Prof Parag Kumar, chairperson, MDP, IIM Lucknow too were present.



Major General Pramod Behl (centre) talking to chairman of MDP Prof Pankaj Kumar (left) at the general management programme for Defence Officers at IIM-Lucknow on Monday.

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Army officers to hone their management skill

TIMES NEWS NETWORK

Lucknow: Director general (resettlement), Maj Gen Pramod Behl, while speaking to reporters on Monday, here at 9th General Management Programme (GMP) at Indian Institute of Management (IIM-L), said that retired army officers have made it to significant posts in various corporate setups. He said that the six-month GMP at IIM would indeed help the army officers who wish to go for an alternative career.

"Our officers have already made it to the top 150 private concerns in the country," he said, while speaking to reporters. The 9th General Management Programme at IIM-L



Army officers at the Indian Institute of Management, Lucknow

would have at least 36 ex-army officials attending the course.

Besides, CRPF jawans posted in naxal-affected areas of the country might soon get the support of trained and experienced army officers, if the Central Ministry of Home and Defense has its way. A senior army officer, who attended the programme at IIM-L, confirmed that the directorate of resettlement has entered into talks with the two ministries for the same. The official added that a proposal has been sent for army officers, who had taken voluntary retirement, to be given the responsibility of security of historical sites.

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