



Indian Institute of Management, Lucknow

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Research Publications

Papers Published



Heard, Anna; Awasthi, Maya Kant; Ali, Jabir; Shukla, Neena; Forsberg, Birger C., "Predicting performance in contracting of basic health care to NGOs: experience from large-scale contracting in Uttar Pradesh, India", *Health Policy and Planning* 26(suppl 1)2011 :i13-i19



Escalating costs and increasing pressure to improve health services have driven a trend toward contracting with the private sector to provide traditionally state-run services. Such contracting is seen as an opportunity to combine theorized advantages of contracting with the efficiency of the private sector. There is still a limited understanding of the preconditions for successful use of contracting and the resources needed for their appropriate use and sustainability. This study assesses the large-scale contracting of 294 non-governmental organizations (NGOs) for delivery of basic health services in Uttar Pradesh, a state with almost 170 million in India. Due to high rates of discontinuation or non-renewal of contracts based on poor performance in the project, a better method for selecting partners was requested. Data on characteristics of the NGOs (intake data) and performance/outcome monitoring indicators were combined to identify correlations.

Bivariate regressions of outcome score on each input variable showed that training experience, proposal quality and having 'health' contained in the objectives of the organization were statistically significant predictors of good performance. Factors relating to financial capacity, staff qualification, previous experience with health or non-health projects, and age of establishment were not. A combined training plus proposal score was highly predictive of outcome score ($\beta = 1.37, P < 0.001$). The combined score was found to be a much better predictor of outcome scores than a total score used to select NGOs ($\beta = 0.073, P = 0.539$). The study provides valuable information from large-scale contracting. Conclusions on criteria for selecting NGOs for providing basic health care could guide other governments choosing to contract for such services.

The results showed that NGOs selected were generally small but well-established, had implemented at least two large projects, and had more non-health experience than health experience.

Conference/Seminar Publications

Gupta, Kriti Bardhan, "Use of Virtual Water Export through Major Crops for Managing the Regional Imbalances of Water in India: Issues and Implications", presented at 21st Annual World Forum and Symposium on "The Road to 2050: Sustainability as a Business Opportunity", Organized by International Food & Agribusiness Management Association at Frankfurt, Germany, June 20-23, 2011



In this paper, the concept of virtual water trade has been applied within a country at different regions with different level of water availability. The paper highlights that the concept of virtual water trade can be used in handling the problems of food insecurity and physical water scarcities within different regions of a country.

It points out the importance of inclusion of virtual water accounting in any national or regional level water and agricultural policy analysis.

Research Publications

Conference/Seminar Publications

Y. Agarwal, "Survivable Network Design using 3- and 4- Partition Facets", paper presented at the International Network Optimization Conference held from June 13- 16, 2011 in Hamburg, Germany.

We consider the well-known problem of designing survivable telecommunications networks with single facility. We are given a supply graph $G = (V; E)$, a set of traffic demands d_{ij} among various node-pairs $(i; j) \in E$, the facility capacity, C , and cost c_{ij} of installing one facility on edge $(i; j) \in E$. The problem is to design a minimum cost network by installing integer number of facilities on the edges of G , so that a feasible multi-commodity flow of all demands d_{ij} will be permissible under any single edge failure. We address the so called global re-routing version of the problem in which a traffic demand can be routed along any path under each failure scenario, and the demands are infinitely splittable.

Though the MIP formulation of the problem has a very large number of variables and constraints, using the well-known Japanese Theorem we can obtain the so-called Capacity Formulation of the problem with only $|E|$ variables, but an exponentially large number of constraints called metric inequalities. This formulation is well-suited for a constraint generation scheme because a violated metric inequality can be generated by solving a linear program.

Let P be a Survivable Network Design Problem (SNDP) defined on the supply graph $G = (V; E)$. Consider a k -partition $(V_1; V_2; \dots; V_k)$ of nodes in V , and obtain a multi-graph G_0 by shrinking the nodes in each subset V_i , but not the edges across subsets. By aggregating the demands across subsets, we may define a k -node survivable network design problem P_0 over graph G_0 . A key theorem presented in this work states that a facet inequality of the P_0 is also facet-defining for P .

In the extreme case of $k = 2$, G_0 is a 2-node multi-graph whose polyhedral structure has been studied by Bienstock and Muratore, and others. Accordingly to the key theorem mentioned above, the facets of a 2-node problem obtained by shrinking a larger original problem are also facet-defining for the original problem. Next we consider the SNDPs defined on 3- and 4- node multi-graphs, and derive valid inequalities for them by combining the 2- and 3-partition inequalities, and prove the facet-defining status for some of them. A large number of families of such inequalities have been derived. The computational results indicate that the addition of 3- and 4-partition inequalities leads to a substantial increase in the LP lower bound for the problem, which enables us to solve to optimality much larger problems than is possible with 2-partition inequalities alone. We report optimal solutions on problems of up to 30 nodes and 90 edges with fully dense traffic matrix. This approach has been able to optimally solve almost all compatible instances of the problem in the SNDLib database, for which no solutions had been reported in the past.

We also present a heuristic approach based on these ideas which may be able to produce close-to-optimal solutions of even larger instances.



Ajay Singal, Arun Kumar Jain, "Towards New Understanding of Degree of Internationalization in Indian Context", research paper presented at Academic of International Business-2011, held at Nagoya, Japan from June 24-28, 2011.

The research paper (co-authored with a FPM student) deals with the internationalization challenges faced by firms in emerging markets. Internationalization is a multi-dimension process governed by firm specific factors, business group affiliations and industry factors. The paper empirically tests eight different measures of degree of internationalization (DOI) first as single item measure and then as composite indices. Contrary to common view amongst International Business scholars, DOI is best explained by single item based indices.

Based on sample of top 49 non-financial and non-government owned Indian firms, the research finds that domestic market power as defined by firm assets to average industry assets ratio along with price to book ratio, firm size and firm age are significant drivers of DOI in the case of Indian firms.

The study further concludes that DOI measures change according to the context and period and attaining critical size & scale are important determinants of internationalization.



Kumar, Sushil and Ali, Jabir (2011). Regulatory Arrangements for Disclosure of Nutritional Information on Food Labels in India. Paper presented in 21st Annual IFAMA World Forum and Symposium - The Road to 2050: Sustainability as a Business Opportunity, June 20-23, 2011, Frankfurt, Germany

This paper aims at analyzing the nutritional information disclosure on the packaging/ wrapper of major packaged food products of leading Indian and multinational brands being marketed in India. This study covers 9 packaged food products comprising snacks, food products and breakfast products of leading brands of 15 food processors comprising 7 regional/ national and 8 multinational companies.

This analysis clearly indicates that food processors disclose nutritional information on their food labels to facilitate the consumers in making informed choices as per their corporate strategy. The difference in information contents across products and food processors implies that there is no standard regulation for disclosing the nutritional information and therefore these information are provided by the organization on a voluntary basis.



Research Publications



Saji, K.B. and Mukundadas, V. (2011). "Role of Government in Marketing Sustainable Development: An Exploratory Investigation". Paper presented and published in the refereed proceedings of the 33rd Annual Marketing Science Conference, organized by the INFORMS Society for Marketing Science at the Jesse H. Jones Graduate School of Business, Rice University, Houston, Texas, USA during June 9-11, 2011.

Sustainable development involves a broad view of social, environmental, and economic outcomes; a long-term perspective, concerned with the interests and rights of future generations as well as of people today; and an inclusive approach to action that recognizes the need for all people to be involved in the decisions that affect their lives. Marketing

sustainable development has become essential these days as most of the stakeholders to the development process are often unaware of the undesirable consequences of the short term intent of their actions. We argue that the Government can play a very crucial role in this context.

Although there are observations and commentaries available galore to this direction, the extant literature on non-profit marketing is silent on the institutional role of Government in marketing sustainable development. We attempt to address this research gap by conducting an exploratory investigation to identify the potential antecedents for explaining the role of Government in marketing sustainable development. For the exploration purpose, we have considered the present Government in the Indian state of Bihar that cautiously worked towards the cause of sustainable development through several carefully crafted social projects. The paper reports a theoretical framework that explains the role of Government in marketing sustainable development.

Ali, Jabir and Pappa, Evangelia (2011). Understanding structural changes in global meat sector: a comparative analysis across geographical regions. Paper presented in 21st Annual IFAMA World Forum and Symposium - The Road to 2050: Sustainability as a Business Opportunity, June 20-23, 2011, Frankfurt, Germany.

This study provides a comprehensive overview and valuable perspective on the global meat sector i.e. one of the most significant food processing sub-sectors which have become a major contributor to the global economy. Structural changes in global meat production, consumption and trade have been analyzed, using Food and Agriculture Organisation of United Nations (FAO) statistical database, in terms of geographic concentration or relocation of production or markets and temporal changes across the major geographical regions.

Findings indicate a significant shift in production, consumption and trade of bovine versus ovine meat; ruminant versus non-ruminant meat as well as red versus white meat. Similarly, while in developing markets still focus on red meat, the developed markets moving faster towards white meat due to increasing health and environmental concerns in the recent years among the consumers.



Ali, Jabir and Kumar, Sushil (2011). Understanding the Contractual Arrangements in Mango Value Chain in India. Paper presented in 21st Annual IFAMA World Forum and Symposium - The Road to 2050: Sustainability as a Business Opportunity, June 20-23, 2011, Frankfurt, Germany.

This paper identifies factors affecting design and management of contract arrangements in mango value chain using data from survey of 83 contractors involved in mango production and marketing in Uttar Pradesh, India. Contract partners' responses on various aspects of contractual arrangements such as contract structure and negotiation process were recorded with the help of a structured questionnaire administered personally. Descriptive statistics and factor and correlation analysis has been used to identify and understand the important aspects of mango contract.

Various aspects of contractual arrangement can broadly be categorized into three parts - orchard owners' characteristics, orchard characteristics and contract management attributes, which can further be sub-divided into 9 factors. Correlations between contractors' demographic profiles and various contract factors provide practical insights about critical aspects of contract design and management in agricultural production.



Kumar, Sushil and Ali, Jabir (2011). Analyzing the Factors Affecting Consumer Awareness on Organic Foods in India. Paper presented in 21st Annual IFAMA World Forum and Symposium - The Road to 2050: Sustainability as a Business Opportunity, June 20-23, 2011, Frankfurt, Germany.

The present study aims at analysing the factors affecting awareness level of consumers on organic food products, using a structured survey of 200 respondents covering the national capital, New Delhi and a state capital Lucknow, Uttar Pradesh. Growing consumers' concerns on food safety, health and environment in the recent decade has resulted increased demand for organic food across the world, including emerging economies such as India. The organic food industry in India is export oriented, with rapid production growth.

As the state of consumer knowledge on various attributes of organic foods is fundamental for inducing the demand of organic food products, a study to understand the level of consumer awareness becomes important. Based on awareness on food label, potential consumers of organic food can be grouped into five categories - Humanists, Food Phobics, Healthy Eaters, Environmentalists and Hedonists by using factor analysis. A logit regression model has been estimated to identify the most likely socio-demographic and other important factors affecting the consumers' awareness of organic food.

Kumar, Sushil and Ali, Jabir (2011). Assessing Consumer Awareness and Usage of Food Labels and Influences on Food Buying Behavior. Paper presented in 21st Annual IFAMA World Forum and Symposium - The Road to 2050: Sustainability as a Business Opportunity, June 20-23, 2011, Frankfurt, Germany

Food regulations and increased consumer awareness are forcing food companies across the world to display more and more information on packaged food products. However, little is known about consumer response to such information in emerging economies. Using data from a questionnaire survey conducted among 373 respondents across three major cities in India, the study assesses the level of awareness about five categories of information generally displayed on food labels. The study also examines the usability of such information in purchase decisions of the respondents.

The level of awareness and the purchase decisions are compared across different socio-economic groups. It is found that Indian consumers in these three cities are fairly aware of the information provided on the food labels; though the level of awareness about different types of information varies. The results indicate that particular category of information is used more by the consumers while purchasing packaged food products. Differences across different socio-economic groups are also significant in many cases. The results have very strong implications for regulatory authorities as well as the food companies.

Non Academic Publications

Samir K Srivastava, Infrastructure Aspoilsport? *Logistics Times*, Volume 2, Number 2, June 2011, pp. 40.

India's Foreign Trade Policy Document 2009-14 expects to double India's exports of goods and services from \$225 billion in the current fiscal to \$450 billion in 2014. The draft paper calls for setting up a technology upgrading fund, financial support to various sectors and special focus on new markets, besides clearing infrastructure bottlenecks. It also talks of leveraging emerging technologies to reduce the transaction cost and institutional bottlenecks. Initiatives are on to diversify our export markets and offset the inherent disadvantage for our exporters in emerging markets of Africa, Latin America, Oceania and CIS countries through appropriate policy instruments, specially in context of incentives, duties and tax structures. Primary focus is on value added activities in manufacturing and on sectors like engineering, chemicals, gems and jewellery, agriculture and leather products. The least focus seems to be on 'clearing infrastructure bottlenecks'. It seems quite probable that infrastructure may play spoilsport in our desire to double exports by 2014 unless suitable necessary actions are taken by all the stakeholders, particularly the Government.



Full article can be accessed at: http://issuu.com/rajmisra/docs/final_lt_june_2011p/40?mode=a_p



Arun K. Jain, India's great leadership deficit, *Financial Chronicle*, June 27, 2011

Indians, without any doubt, have made a mark in the knowledge economy, be it education, management sciences, technology, and natural sciences. They have done themselves and their families proud as world-class software programmers, managers, economists and engineers. But if the impression that India is only of rat-racers and learners-by-rote is much off the mark;

Full article can be accessed at: <http://www.mydigitalfc.com/op-ed/india%E2%80%99s-great-leadership-deficit-671>

Arun K. Jain, Family businesses need vision, *Financial Chronicle*, June 13, 2011

Capitalism, with all its shortcomings, is the engine for powering individual aspirations and collective growth. It fosters entrepreneurship through the seeds of competition and innovation.

Full article can be accessed at: <http://www.mydigitalfc.com/op-ed/family-businesses-need-vision-639>

Keynote Address / Invitational Lectures



Raina, Roshan Lal, Competencies for Information Professionals. Keynote Address delivered in the inaugural function of the National Conference on 'Trends and Issues for Academic Libraries in Digital Era' organized by MLRSM, SPEED, and SLA (Asian Chapter), at Regional Science Centre, Lucknow on May 29, 2011

Editorial Assignments

Prof.Saji K.B.Nair served in the programme committee and on the editorial review board (for the track International Marketing Management and Supply Chain) of the conference proceedings of the 2011 Academy of International Business (AIB) annual meeting held at Nagoya, Japan during June 24-28, 2011

Other Assignments

Prof.Jabir Ali moderated a Session on "Consumer Orientation and Marketing Food System Environmental Conflicts" at 21st Annual IFAMA World Forum and Symposium - The Road to 2050: Sustainability as a Business Opportunity, June 20-23, 2011, Frankfurt, Germany.

Management Development Programs

Forthcoming

S.No.	Program Title	Program Director	Date	Venue
1	Strategy for Effective People Management for Public Prosecution Officers of U.P. Govt.	Prof. Payal Mehra & Prof. Ashish Dubey	July 11-13, 2011	Lucknow
2	Transformational Management Programme for Chief Managers of POWERGRID	Prof. Pankaj Kumar & Prof. Ashutosh Kumar Sinha	July 11-16, 2011	Lucknow
3	Strategic Business Negotiation and Communication	Prof. Himanshu Rai	July 14-16, 2011	Noida
4	Strategy for Effective People Management for Public Prosecution Officers of U.P. Govt.	Prof. Sushil Kumar & Prof. Ashish Dubey	July 14-16, 2011	Lucknow
5	Finance for Non-Finance Executives	Prof. Prakash Singh & Prof. Ajay K Garg	July 18-20, 2011	Lucknow
6	Strategies for Food & Agribusiness Sustainability (NAIP)	Prof. Sushil Kumar (CFAM)	July 18-22, 2011	Lucknow
7	Marketing Research for Capturing Consumer Insight and Achieving Marketing Excellence	Prof. Satya Bhusan Dash	July 18-22, 2011	Noida
8	Strategies for Effective People Management	Prof. Pankaj Kumar	July 25-27, 2011	Lucknow
9	Decision Making Techniques for Managers	Prof. Sushil Kumar	July 25-29, 2011	Lucknow

Concluded

S.No.	Program Title	Program Director	Date	Venue
1	Transformational Management Programme for Chief Managers of POWERGRID	Prof. Pushpendra Priyadarshi & Prof. Ashutosh Kumar Sinha	June 6-11, 2011	Lucknow
2	Advanced Management Programme for Sr. IES Officers	Prof. R L Raina & Prof. Neeraj Dwivedi	June 6, 2011- July 16, 2011	Lucknow, Amsterdam, Brussels, Paris & London
3	Strategy for Effective People Management for Public Prosecution Officers of U.P. Govt.	Prof. Pushpendra Priyadarshi & Prof. Ashish Dubey	June 13-15, 2011	Noida
4	Strategy for Effective People Management for Public Prosecution Officers of U.P. Govt.	Prof. Pushpendra Priyadarshi & Prof. Ashish Dubey	June 16-18, 2011	Lucknow
5	Public Policy for IES Officer Trainees	Prof. Sukumar Nandi & Prof. Ajay K Garg	June 27, 2011- July 8, 2011	Lucknow

Lucknow

Farewell to Prof. Krishna Kumar and Mr. V.C.S. Panicker

The institute bid a teary eyed farewell to Prof. Krishna Kumar and Mr. V.C.S. Panicker on 30th June 2011. The farewell brought back old memories and when everyone shared their memories of Prof. Krishna Kumar, the whole atmosphere became emotional.

Prof. Krishna Kumar had joined the institute when it was just in its infancy (25 years back) and since then had been an integral part of the institute. He has taken up various administrative profiles also during his tenure, from being the first placement chairperson to his last assignment of being Dean Academic Affairs.

All the interesting anecdotes which were shared and also Prof. Krishna Kumar's farewell speech brought out a rarely known feature of Prof. Krishna Kumar, a man of who had the courage to do things, a man who did not focus on obstacles in his way, but focused on the ultimate goals. One also witnessed the humorous side of Prof. Krishna Kumar.



Name of the Publication : Business Standard
Edition : Delhi
Date : 06/6/11

पढ़ाई के साथ-साथ हो जाए कमाई

समर इंटरशिप के दौरान छात्रों को लुभाने के लिए कंपनियां दे रही मुंहमांगी कीमत

पियाली मंडल

आजकल स्कूलों-कॉलेजों में गर्मियों की छुट्टियां चल रही हैं। इसके साथ ही देश भर के बिजनेस स्कूल अपने छात्रों को ग्रीष्मकालीन इंटरशिप कराने में जुट गए हैं। इस मौके को भुनाने में कंपनियां भी पीछे नहीं हैं। बल्कि इस साल वे अपने यहां इंटरशिप करने वाले छात्रों को पिछले साल के मुकाबले 25 से 50 प्रतिशत ज्यादा स्टाइपेन्ड दे रही हैं। जॉब पोर्टल नौकरी.कॉम द्वारा जारी आंकड़ों के मुताबिक मार्च 2010 में विभिन्न कंपनियों ने जहां 900 लोगों को नौकरी दी, वहीं मार्च 2011 में यह संख्या 1,085 है। यहां तक कि अच्छे उम्मीदवारों को कंपनियां महज दो महीने की इंटरशिप के लिए मोटा चेक देने से भी गुरेज नहीं कर रही हैं।

बिजनेस स्कूल के छात्रों को उनके पाठ्यक्रम के दौरान उनकी पसंद की कंपनियों में 6 से 8 हफ्तों के लिए काम करने का मौका मिलता है। इस दौरान कंपनियां उन्हें काम के बदले कुछ पैसे का भी भुगतान करती हैं। इस बारे में इंडियन इंस्टीट्यूट ऑफ फॉरिन ट्रेड के कॉरपोरेट एवं प्लेसमेंट सलाहकार मुनीश भागवत बताते हैं कि जैसे जैसे कंपनियां मंदी से उबर रही हैं, वे अपने व्यापार में और भी बढ़ोतरी की संभावनाएं देख रही हैं। इसलिए वे समर इंटरशिप के लिए छात्रों को मुंहमांगी कीमत दे रही हैं क्योंकि वे इंटरशिप को कंपनी के लिए योग्य उम्मीदवारों के चयन के मौके के रूप में देख रही हैं।

इसी का नतीजा है कि दिल्ली

► गर्मियों की छुट्टियों में कमाएं पैसे



- कंपनियां इस साल अपने यहां इंटरशिप करने वाले छात्रों को 25-50 फीसदी ज्यादा स्टाइपेन्ड दे रही हैं
- आईआईएफटी के एक छात्र को तो सबसे अधिक तकरीबन 1.5 लाख रुपये स्टाइपेन्ड मिला
- बिजनेस स्कूल के छात्रों को पढ़ाई के दौरान 6 से 8 हफ्तों के लिए काम करने का मौका मिलता है

स्थित बिजनेस संस्थान आईआईएफटी और बिडला इंस्टीट्यूट ऑफ मैनेजमेंट ऐंड टेक्नोलॉजी (बिमटेक) के छात्रों के स्टाइपेन्ड में औसतन 25 से 51 प्रतिशत बढ़ोतरी देखी जा रही है। आईआईएफटी के एक छात्र को तो सबसे अधिक तकरीबन 1.5 लाख रुपये स्टाइपेन्ड मिला। गुडगांव स्थित मैनेजमेंट डेवलपमेंट इंस्टीट्यूट के रोजगार मामलों के अध्यक्ष प्रोफेसर क्वल नयन कपिल का कहना है कि कंपनी सबसे अच्छे उम्मीदवार को अपने साथ जोड़ने के लिए मोटी राशि खर्च कर रही है। वे इंटरशिप के 6 हफ्तों के दौरान उम्मीदवार की योग्यता और अन्य कौशलों का जायजा लेते हैं। एमडीआई के छात्रों को मिले स्टाइपेन्ड में इस साल 34 प्रतिशत की बढ़ोतरी देखी गई है। थरेलू कंपनियों ने यहां के छात्रों को सबसे ज्यादा 1.5 लाख रुपये का स्टाइपेन्ड

दिया। वहीं अंतरराष्ट्रीय स्तर पर यहां के छात्र को 4 लाख रुपये का स्टाइपेन्ड दिया गया। जबकि पिछले साल किसी भी छात्र को कोई अंतरराष्ट्रीय ऑफर नहीं मिला था। हालांकि यहां के छात्रों को मिलनेवाला औसत स्टाइपेन्ड 63,000 रुपये रहा।

छात्रों को खूब मिल रहे हैं ऑफर

बिजनेस स्कूल के जो छात्र सफलतापूर्वक इंटरशिप कार्यक्रम को पूरा करते हैं, उन्हें कंपनियों की तरफ से स्थायी नौकरी के ऑफर भी मिलते हैं, जिसे प्रीप्लेसमेंट ऑफर या पीपीओ कहा जाता है।

भारत के प्रमुख मैनेजमेंट संस्थान आईआईएम लखनऊ में पिछले साल के मुकाबले कंपनियों से मिलनेवाले ऑफर में 75 फीसदी की वृद्धि हुई है। इन संस्थानों में कोर्स की समाप्ति के बाद अंतिम

प्लेसमेंट के वक्त ज्यादातर कंपनियां इंटरशिप के वक्त से ही जुड़े उम्मीदवारों को नौकरी देगी। इससे दूसरी कंपनियों के लिए अच्छे उम्मीदवारों की कमी होने की संभावना है। इसलिए कंपनियों के लिए समर ट्रेनिंग का महत्त्व और भी बढ़ जाता है।

इस बारे में निवेश सेवाएं उपलब्ध करानेवाली कंपनी एसएमसी के एच आर और प्रशिक्षण विभाग की समूह प्रमुख दीपा मोहम्मद बताती हैं कि कंपनियां इसलिए समर ट्रेनिंग को प्रमुखता देती हैं क्योंकि वहां उन्हें बेहतर उम्मीदवारों की अपनी कंपनी के वातावरण में परखने का मौका मिलता है। मोहम्मद कहते हैं कि वे इस दौरान छात्र के प्रदर्शन और दूसरी योग्यताओं को देखकर यह फैसला कर सकते हैं कि वह उनकी कंपनी के लिए कितना उपयोगी होगा। हालांकि मोहम्मद का सोचना है कि भारतीय कंपनियां अभी भी आईआईएम के छात्रों को समर इंटरशिप प्रोग्राम के दौरान ज्यादा तरजीह और ज्यादा पैसे देती हैं। जबकि दूसरे बिजनेस स्कूल के छात्र भी बेहतर उम्मीदवार होते हैं।

आईटी सेवा प्रदान करनेवाली फर्म कॉग्निजेंट के समर इंटरशिप कार्यक्रम का काफी महत्त्व है। यहां इंटरन कर रहे छात्रों को बी-हाइव नाम के कार्यक्रम में भाग लेना पड़ता है, जिसमें उनकी प्रतिस्पर्धी योग्यता का आकलन किया जाता है। बी-हाइव इंटरन कर रहे छात्रों को कॉग्निजेंट के वरिष्ठ अधिकारियों और वहां काम कर रहे अपने संस्थान के पूर्व छात्रों से जुड़ने का मौका मिलता है।

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EDUCATION STREAM

Farm management starts to get an image makeover

By RUCHIRA SINGH & RASHI BAILLY

NEW DELHI

Food and agriculture business management programmes are becoming more popular with students as big companies including **Reliance Industries Ltd** and **Bharti Enterprises Ltd** enter the neglected field and proposed policy changes promise to boost demand for such managers.

Institutions, including Indian Institutes of Management (IIMs), offer a handful of seats for postgraduate courses in food and agriculture business management, and say the number of aspirants does not show a rush, but has certainly improved over the past decade.

"Initially there is apprehension, but once students come into it, they see a lot of scope in it," said Kriti Bardhan Gupta, chairman of Centre for Food and Agriculture Business Management at IIM Lucknow. "Several students doing the general programme in management are taking some papers in agriculture. This shows people have realised agriculture is important and they must widen their scope."

Of the 171,187 students who applied to IIM Lucknow this year, 116,986 ticked on farm management as a likely choice, a figure on the same lines as last year, but significantly more than 2004, when the course was started.

But the actual number of postgraduates IIM Lucknow churns out is just 30 compared with 300 that get the general management degree and enter more sought after streams such as finance and marketing.

A lack of interest in agriculture that employs nearly 70% of India's population stems from fast growth in other sectors such as

services and manufacturing and a stereotype that it deals with the underdeveloped, rustic underbelly of India's economy.

Yet, jobs are seen opening in retail, banking, commodity trading, food and seed producing sectors and some policy changes on the anvil indicate demand for professional managers could jump.

Particularly, opening up of multibrand retail to foreign direct investment that is under consideration and the growing banking sector with priority sector lending norms favouring farm credit, could boost demand for such managers.

And, if the government approves a long pending proposal to allow banks, financial institutions and foreign institutional investors into commodity futures markets, it could open the floodgates for agriculture managers.

"There are several areas where agriculture managers can play a vital role. People are looking for a second green revolution to happen," said Goutam Dutta, chairman, Postgraduate Programme in Agricultural Business Management at IIM Ahmedabad.

"In the government itself, where so much funds are flow-

SEEDS OF CHANGE

Measures that may increase demand for food agri-business managers

- FDI in multibrand brand retail under consideration
- Setting up of food parks, storage and cold chains
- Banks, foreign financial institutions' participation in futures under consideration
- Relaxing credit flow for farmers
- Growing allied sector firms selling seeds, fertilisers, farm equipment

ing into agriculture, we need more management skills," Dutta said.

With the knowledge that agriculture is crucial for India's economic growth, institutions are in an experimental stage, seeing if the admission system could be tweaked and the seats expanded to being in more good-quality students, both the IIMs said.

"We don't want to simply become a shop for MBAs," said N.H. Rao, director of National Academy of Agricultural Research Management in Hyderabad that just graduated its first batch of 24 agricultural managers.

"We are seeing what the requirement is in the business and how we can prepare our students for that," Rao, who has seen his students being hired by firms including Aditya Birla Group, Shetram Bio-seeds, NCDK Spot, Axis Bank Ltd, HDFC Bank Ltd, Sertitomo Chemicals and Boyce Bio-science with salaries between ₹3.5 lakh and ₹5.5 lakh a year.

Still, the number of business managers seems to be inadequate.

"If you are looking for finance heads, you will find them left, right and centre," an executive working for a com-

modity trading company said on condition of anonymity. "But for agricultural management, you do not get many good candidates. Some, how students in this area lack the spark."

"You get people, but their skills and maturity are limited," said R.S. Bekki, chief executive at Aadhaar Retailing Ltd, the agri-business and rural retailing unit of the Future Group that has operations in Punjab, Haryana and Gujarat. "Agri is not a sought after career and the bright students in any case don't go for it."

One solution is to show that agriculture isn't less important than other courses for young students in schools and colleges, the official in the commodity trading company said.

Dutta of IIM Ahmedabad, who sends his students on so-called rural immersion programmes, said rural sensitivity needed to be inculcated, which could help draw students into it.

"When they see in a village of 1,000 people, there is only one well for drinking water, their sensitivity is developed," Dutta said. "Then they see agriculture management is just one part of this whole story."

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From the Press

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ONLINE COURSE FN 93 D
Hughes Communications India Ltd. and the Indian Institute of Management Lucknow (IIML) launched the executive programme for young managers (EPYM) on the Hughes interactive onsite learning (IOL) platform. Subjects covered are, accounting and control, financial management, personal development, marketing management, operations management, IT management, leadership skills; strategic and integrative courses like business and society, business ethics and corporate governance. The teaching methodologies will include formal lectures, case studies, team and individual presentations, role-play and negotiations, action learning, and discussions. The duration of the course will be one-year with classes on IOL held once-a-week. The eligibility is graduation with minimum 50% marks and work experience between one and six years. The course fee will be Rs 1,53,375, plus taxes. For details, log on to www.hugheseducation.com.

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IIM programme for young managers
NEW DELHI: Indian Institute of Management (IIM) Lucknow in association with Hughes Communications has launched an executive programme for young managers to boost their skills in the fast changing international environment. "The programme has been crafted keeping in mind the dynamics of developing volatile markets, changing regulatory structures and widely varying government systems which present unparalleled challenges to managers," said an IIML release.

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