Newspaper Clips
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25/01/2013 p-6

Sudhir Jain is new V-C of Mata Vaishno Devi varsity

TRIBUNE NEWS SERVICE

JAMMU, JANUARY 24
Sudhir K Jain, presently professor and former Head of the Department of Management studies, Indian Institute of Technology (IIT), Delhi, was appointed as the new Vice-Chancellor of Shri Mata Vaishno Devi University (SMVDU), Katra, today. Governor NN Vohra, who is the Chancellor of the SMVDU, has appointed Prof Jain as the Vice-Chancellor for three years.

Professor Jain was selected from among a panel of four recommended by a Search Committee headed by Dr Sudhir S Bloeria, Vice-Chancellor of Central University, Jammu.

The Committee consisted of Prof M Anandakrishnan, chairman, IIT, Kanpur; Dr Prem Kalra, Director, IIT, Rajasthan; and Prof SC Saxena, acting Vice-Chancellor of the Jaypee Institute of Information Technology, Noida.

Professor Jain was born at Dholpur in 1951 and completed his bachelor's degree in science from Rajasthan University, Jaipur, in 1970. He did M.A in economics from Rajasthan University in 1972 and Ph.D in applied economics/econometrics from IIT, Kanpur, in 1979.

He started teaching at IIT, Delhi, from March 1985. He also served as an assistant professor, ISEC, Bangalore, from February 1980 to February 1985 and as Assistant Director, Indian Council of Social Science Research, from June 1979 to February 1980.
Economic Times ND 25/01/2013

Status Check: How IIMs Have Fared on the Fund-Raising Trail

Exactly a year ago, the Union ministry of human resource development held a meeting of IIM directors to discuss innovative fund-raising methods, based on a report prepared by a team led by IIM Raipur chairman Hari Bhartia. The takeaway from that meeting: start a development office, hire professional fundraisers and draw up a blueprint on how to raise funds. Shreyas Bhawna does a quick check of the distance the premier management institutes have covered so far.

IIM-A: EARLY MOVER

The institute started a development office in 2008—one of the first movers in this regard—and tasked it with raising funds from alumni, corporates and individuals. The institute also hired a professional who helped draft a blueprint on how to raise funds. In 2011, after the professional quit, IIM-B found a replacement, and sent her to the US for an international workshop on philanthropy in academia. “We now have a detailed support for fund-raising,” says Punkee Chandra, director, IIM-B.

The role of a development officer is to understand the institute’s needs and match the donors, build and strengthen relations with stakeholders, and explain to them how funds will be utilised. The institute has received funding for several chairs for young faculty members, channelled into salaries and research sponsorships. In the past one-and-a-half years, it has received three chairs from Canara Bank, Reserve Bank of India and Apeejay Sreenadra. Recently, it rolled out a fully-funded digital learning initiative. “These are early years but we have already made some progress in the fund-raising process,” says Chandra.

IIM-C: STEPPING OUT

IIM-Calcutta does not intend to hire a professional for fund raising, but has chalked out a blue print on the process. The institute, which till date has never approached its alumni for funds, plans to start doing so in the next two to three months. “We recently got a commitment of Rs 40 crore from the alumni for four years and will use it for various needs of the institute. We also got a confirmation from one of the batches on funding scholarships,” says Ashok Banerjee, dean, new initiatives and external relations, IIM-C.

IIM-B: TAKING INITIATIVE

While last year’s meeting with the ministry was aimed more at helping older IIMs, one of its newer members in the system, IIM-Ranchi, too has taken it up with interest. The institute has conducted its own meetings on innovative ways to attract funds from corporates, and come up with several ideas ranging from chair professors, funding research centres to granting naming rights to corporates for the library, computer blocks and hostels. It also plans to open a development office in its new campus.

The institute has already asked its advisor on corporate relations to look for companies interested in funding research centres and chairs worth Rs 7 crore to Rs 10 crore and Rs 3 crore to Rs 5 crore respectively. “We are enthusiastic about the idea and will put the proposal before the board when our new campus comes up,” says MJ Xavier, director.

IIM-K: NEW DEVELOPMENT OFFICE

IIM-Kozhikode has recently raised Rs 1 crore for its initiative, Indian Business Museum, launched in 2010 to acknowledge the contribution of India’s business leaders to the making of India.

Nav Bharat Times ND 25/01/2013

CA टॉपर भी IIM पासआउट से पीछे

सीए को मिल रहे महज 12 लाख रुपये के ऑफर

[श्रीराम बी बडुखुबंध] इस बार की सीए टॉपर प्रेमा जयकुमार को एक ही संस्था है। वह फरवरी-मार्च में होने वाले केंद्रीय प्रतियोगिताओं में आफिस टॉपर रही थी। वह निरंतर सीए को मिल रहे महज 12 लाख रुपये के ऑफर को मिलती आ रही है।

कारणों: इस बार के चार्टर्ड एकाउंटेंट्स एमजे में मुंबई की प्रेमा जयकुमार ने टॉप रेंक हासिल किया। अंत मुद्रित की एक नई शीर्ष के सीए का इसका लोकांग्रेज जिल्ला के स्कूलों को प्रतिदिन करेगा।

The institute also had its corporate social responsibility initiative on teacher training funded by Malabar Gold and Diamonds, and plans to set up a development office this year. “Like most of the IIMs, we did it informally but are now thinking of giving it a formal structure,” says Debashis Chatterjee, director.

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आईआईएम प्लसेंट में बैंकों ने खोली तिजोरी

इस प्लसेंट सीजन में बैंक 1 करोड़ की सैलरी के तीन ऑफर दे चुके हैं

[ टीम इटी ]

ईआईएम के प्लसेंट सीजन में इस बार बैंक सबसे आगे हैं। इस सीजन में अब तक बैंक 1 करोड़ की सैलरी के 3 ऑफर दे चुके हैं। सूचना के मुताबिक, ड्रोएच बैंक ने अपने लंदन ऑफिस के लिए आईआईएम अहमदाबाद में ऐसे 2 ऑफर दिए हैं, जबकि मार्गीन इलेक्ट्रानिक्स ने आईआईएम कोलकाता के एक स्टूडेंट को 1 करोड़ का ऑफर दिया है। ज्यादातर ग्लोबल और भारतीय बैंक पिछले साल से ज्यादा भर्तियाँ कर रहे हैं। कई बैंकों ने इस बार सैलरी पैकेज में भी 10-15 फीसदी का उछाल किया है।

इकनॉमिक टाइम्स के आकार के मुताबिक, टॉप 5 कंसर्टिंग फॉर्में एक बार फिर आईआईएम में अपनी मौजूदगी का आहसास कराने जा रही हैं। ये कंपनियाँ इस साल 200 से भी ज्यादा लोगों की भर्तियाँ करेंगी। बीसीआईजी के 60-70 स्टूडेंट्स की भर्तियाँ करने की संभावना है, जबकि मैंनिंग्स इससे थोड़ा ज्यादा लोगों की नियुक्ति करेगी। इन लोगों की सैलरी 18-20 लाख की रेंज में होगी। इसके अलावा, उन्हें 1.5 से 2 लाख का बोनस भी मिलेगा।

दिलचस्प बात यह है कि पिछले कुछ साल में इसमें ज्यादा बदलाव देखने की नहीं मिला है। हालांकि, ई-कॉर्स फॉर्म में इस बार भर्तियाँ में मुस्त पड़ गईं हैं। पिछले प्लसेंट सीजन में ई-कॉर्स फॉर्म में जमकर भर्तियाँ की थी। हालांकि, अभी प्लसेंट का शुरुआती सीजन है और अगले महीने इसके पीक पर पहुंचने के आसार हैं। इस साल 13 आईआईएम से तकरीबन 2,800 स्टूडेंट्स जबर्दस्त मार्केट में प्रवेश करेंगे।

एचएसवीसी बैंक ने पिछले साल टॉप आईआईएम संस्थानों से 17 स्टूडेंट्स की भर्तियाँ की थी। इस बार बैंक 30-40 फीसदी ज्यादा लोगों की भर्तियाँ करेगा।

पिछले बार जहाँ बैंक ने मैनेजमेंट ट्रेनिंग के लिए 15.5 लाख का ऑफर दिया था, वहीं इस बार यह बढ़कर 16.5 लाख का ऑफर प्रदान किया गया है।

एचएसवीसी के एक सीनियर बैंकर ने बताया, 'हम अपने ट्रेनिंग बिजनेस के लिए आईआईएम से टेलिंग लाने की तैयारी में हैं।' स्टूडेंट्स चार्टर्ड बैंक भी इस साल पिछले साल के मुकाबले ज्यादा स्टूडेंट्स की भर्तियाँ की थीं। सूचना के मुताबिक, बैंक ऑफ़ आमेरिका इंडिया बिंगस के भी इस साल ज्यादा भर्तियाँ करने की उम्मीद है।

आत्मव्रत पर बैंक ऑफ़ आमेरिका इंडिया बिंगस तीन आईआईएम-अहमदाबाद, बंगलुरु और कोलकाता के स्टूडेंट्स की भर्तियाँ करता है।
Non-IIMs Rake in the Moolah Too

Cos prefer to recruit from top-tier B-schools than lower-ranked IIMs

At NMIMS and TAPMI, Infosys is one of the top recruiters, picking up around 30 students at each campus. The firm’s HR head, Nandita Gurjar, had said at the time of company results that it would hire from B-schools for its consulting division, which is expected to get a large chunk of projects. Students at Mumbai-based JBIMS have received pre-placement offers from Standard Chartered Bank, Hindustan Unilever, Procter & Gamble, CitiBank, Vodafone, JPMorgan Chase, Mahindra & Mahindra, Accenture and Jones Lang LaSalle so far, with final placements still to come.

On A Roll

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*Domestic (Lakh) (#not calculated & likely to have crossed)

Salaries mentioned are highest received till now irrespective of domestic or international

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**Devina Sengupta & Sreeardh Basu**

KOLKATA (MUMBAI)

It’s been a better-than-expected placement season at the IIMs this year, and that has had a positive rub-off on other business schools as well. B-schools like Narsee Monjee Institute of Management Studies (NMIMS), TAPMI, Birla Institute of Management Technology (BIMTECH) and others have seen higher salaries on offer, more international postings and double the number of pre-placement offers.

"All IIMs are not in the same ranking when it comes to qualification for companies, hiring the top 10 percentile of management colleges lower in the order makes more sense than picking up from the bottom percentile of an IIM," said Ganesh Sherman, KPMG India partner and country head (human capital). Top Indian as well as international companies such as Goldman Sachs, Wipro, Accenture, Cognizant, Infosys, Microsoft, Deloitte, Cristal and RBS seem to subscribe to this thinking, making offers at NMIMS, TAPMI, BIMTECH as well as Great Lakes Institute of Management, KJ Somaiya Institute of Management Studies, and Research and Indian Institute of Foreign Trade (IIFT).

**Boom Time at B-Schools**

NMIMS has a large batch of 473 students, compared with 413 last year, but around two-thirds of the batch have already been placed and 81 PPOs have eased the pressure. Around 60 companies are still to visit the campus before the season ends.

At TAPMI, offers received this year have already crossed last year’s, with 46 companies coming to campus, including blue-chips like IMB Consulting, PricewaterhouseCoopers, ANZ Bank, Titan, HDFC Life and Raja Auto Finance. And at Delhi-based IIFT, pre-placement offers have doubled to 42 compared with 21 last year.

"Final placements will start from February when companies rolling out international offers will come in, which includes the firm that gave the highest package of Rs 150,000 last year," said Munish Bhargava, corporate and placement advisor, IIFT. While the top salaries on offer at these campuses have increased, they are still below the level of the top offers at the IIMs so far. At TAPMI, the top offer was an international posting, from Oman-based brand distribution and retail management solutions company Enhance Oman, which made a Rs 15.94 lakh offer.

At NMIMS, the top salary has surpassed last year’s record of Rs 30 lakh while at IIFT, the top offer so far is Rs 22 lakh, compared with Rs 19 lakh last year. At JBIMS, the highest salary so far is Rs 24.3 lakh, a marginal increase over last year’s Rs 23.4 lakh. At Chennai-based Great Lakes, Microsoft has offered Rs 28.5 lakh for an India-based profile. The institute has a one-year MBA programme for students with more than two years of work experience. Mumbai-based KJ Somaiya, which did not have any international postings in its kitty last year, bagged one from a Germany-based logistics company that has offered Rs 25.2 lakh to a student.

"Last year, our highest was Rs 12.6 lakh for a domestic profile, but this year we have an international offer and our average salary has increased from Rs 7.6 lakh to Rs 8 lakh," said ND Sharma, chief manager of corporate relations and placement for the college.

BIMTECH, which has already surpassed last year’s top salary offer, has decided to continue its placement process till March. "We finish 80% of our placements by January, but this time we will extend it by two months," said Amit Saxena, placement manager for the college. Dubai’s Landmarked Group hired students for an average of Rs 18 lakh compared with Rs 16 lakh last year, and Raja Auto has offered the highest domestic package of Rs 9.56 lakh at BIMTECH. "Around 60 companies have visited our campus and we expect 100 more for our batch of 365 students," said Saxena.
Evolving an organisational culture

B. S. Raghavan

OFFHAND

There is a plethora of writings on organisational behaviour and organisational culture. They are not mutually-exclusive paradigms. They are mutually reinforcing. Organisational culture determines organisational behaviour and vice-versa.

But is there something like an organisation answering to an all-encompassing, readily identifiable culture-cum-behaviour? Or is it something only insiders may know?

Can there be a situation in which even insiders may be going their separate ways without being welded by shared norms and values that go to make up the culture-cum-behaviour?

Looking around, certain organisations impact the public mind with personae of their own derived from features long associated with them. For instance, take government organisations. The moment they are mentioned, based on the concatenation of experiences that people have had with them, the picture that arises is one of delays, indifference, insensitivity, rudeness, callousness, corruption and arrogance. In totality, they seem to make up the bureaucratic culture driving government set-ups.

On the other hand, within government establishments themselves, there are some which are widely perceived to have made a name for themselves for efficiency, quality and quick service.

The examples readily coming to mind are the National Thermal Power Corporation (NTPC) and the Delhi Metro Rail Corporation (DMRC), among Central public sector undertakings, and the Brihanmumbai Electric Supply and Transport (BEST) and Chennai Metropolitan Water Supply and Sewerage Board (CMWSSB), among State enterprises.

CRITERIA OF EXCELLENCE

The success story of AMUL is well-known and has been the subject of any number of studies. It stands out as a well-knit grid of milk cooperative societies, and has become a brand in its own right.

The IIMs and IITs too, with their aura of excellence, have done India proud so much so that the very fact of being their products is a passport to immediate acceptance by reputed companies all over the globe.

How is an organization infused with, or acquire, a culture of its own?

To answer this question, one will have to go back to the very origin of the organisation itself for, everything depends upon the vision and leadership of those who conceived it and got it going, the traditions and systems they implanted in it, the people they selected or inducted to run it, and the norms and values they inculcated.

One organisation that illustrates this in an ample measure is the IIM, Ahmedabad. I have personal knowledge of the tremendous dedication and commitment to the most stringent criteria of excellence of its first director, Ravi Mathai. He was often in the room of the Home Secretary, L. P. Singh, ICS, who could hold his own before any blue-blooded academic with his erudition. I used to be in on their discussions and watched at close quarters how an institution was being shaped with meticulous attention to standards and methods, helping it to become a shining beacon with its many impressive achievements.

The traditions and the best practices that Ravi Mathai instilled in IIM-A, have endured to this day with all other IIMs heavily drawing on them.

SPECTACULAR PERFORMANCE

The same applies to Anmol which had the good fortune to have Verghese Kurien as its progenitor and path setter, who led it to triumph after triumph for over a generation.

One important reason for the spectacular performance of such organisations, was that in the 1960s, the politicians, most of them of Gandhian vintage, were imbued with a sense of public duty and honor of purpose. But for the encouragement provided by Jawaharlal Nehru, Lal Bahadur Shastri and Gulzarilal Nanda, IIM-A could not have acquired the world class stature it has.

Likewise, but for the almost clairvoyant discernment shown by C. Subramaniam, in choosing Kurien to head Anmol, and giving him a free hand, keeping out the entrenched bureaucrats in the Central Ministries, India would not have fired the world’s imagination with its Milk Revolution.

Can anything be done to turn around and tone up the culture of an organisation which is not up to the mark or has fallen from its once great heights? Difficult, although it can still be done, but not by adopting the policy of gradualism.

One must be willing to go the whole hog and be prepared to resort to a root-and-branch replacement of both systems and personnel in key positions.

The person brought in to spearhead the exercise should involve himself directly in every aspect of the turnaround, so as to make it holistic and time-bound.