



Indian Institute of Management Lucknow



NEWSLETTER

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सुप्रबुद्धी राष्ट्र समृद्धि

You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face... You must do the thing you think you cannot do."

- Eleanor Roosevelt

RESEARCH PUBLICATIONS

RESEARCH PAPERS



Singh, S., Singh, K.N. and Bhattacharya, A. 2008. "High performance organizations: Relationship with Human Resource Policies and Practices". *Indian Journal of Industrial Relations*, 43 (4), 508-527.



Human resource managers are constantly experiencing challenge to demonstrate that their interventions are making value addition to organizational outcomes including financial results and talent retention. Evidence from western studies suggests that HR do contribute to firm performance. We want to add further evidence to HR policy and organizational performance linkage. We have tried to examine the relationship between organizational performance and HR policies and practices. Based on literature review of best HR practices, Strategic Human Resource Management, we hypothesized that HR policies and practices will be positively related to organizational performance. The data used in this study were collected from 49 organizations consisting of 18 public sector and 31 private sector enterprises. The participating organizations represented a diverse set of industries including energy, finance and banking, insurance, automobiles, heavy engineering, electrical and electronics, consumer goods, consumer durables, pharmaceutical etc. Respondents were top, senior and middle level executives from diverse functions. While generating organization level indices we aggregated individual level data if the same satisfied the inter-rater agreement criteria of .60. HR Policy measure consisted of 15 items and responses

revealed three factors when subjected to factor analysis: 1. Motivational HR policies, 2. Empowerment, and 3. Meritocracy. Organizational performance measure consisted of 15 items and revealed three factors: 1. Generic Performance including performance in people, quality, adaptability and governance areas, 2. financial robustness, and 3. Performance in social responsibility area. Overall performance was also measured through a single item measure. Pearson's correlation and step-wise regression analysis were used to examine the relationship between HR policies and practices and organizational performance. Results revealed that Generic Performance and Financial robustness were positively correlated with the three dimensions of HR policies while only meritocracy was positively related to social responsibility. Regression analysis results revealed that generic performance was significantly related to motivational HR policies and Empowerment while Empowerment and Meritocracy emerged significant predictors of financial robustness and social responsibility respectively. Empowerment and Meritocracy also emerged as significant predictors of overall performance. Implications, limitations of the study and directions for future research were discussed.

CONFERENCE PAPERS



Gupta, N.K. and Vij, S. 2008. "An Empirical Study on Meeting Patient Expectation-Quality Considerations for the Service Components of Eye Care in Charitable Eye Hospitals of Haryana (India)", Paper presented and published in the referred proceedings of the 2008 Hawaii International Conference On Bussiness, Honolulu, Hawaii, during May 22-25, 2008.

In view of the intense competition in the eye care sector with rapid corporatization of eye care services & emergence of medical tourism, perceived quality eye care service has been considered as essential requirement for survival, because it is perceived quality on the basis of which consumers take purchase and re-purchase decisions.

The study has been undertaken to demonstrate the use of SERVQUAL for measuring patient's percep-

tions-expectations of eye care services quality at charitable hospitals in the state of Haryana (India). The purpose of this empirical study is to provide review of the SERVQUAL research in measurement of eye care service quality , to obtain information about quality parameters of services provided by the charitable hospitals, to find out as to how much these parameters rate are as per the expectations of the patients.



Kumar, S. and Srinivas, C. 2008. "HHI-Competitive Index and Profitability: A Study of Indian Industry from 1993-2004", Paper presented in the 3rd National Conference on 'Global Competition and Competitiveness of Indian Corporates', held at IIM Lucknow during May 29-31, 2008.

The purpose of the paper is to study if the level of competition has indeed intensified and to study if the level of competition has an effect on profitability in the Indian context. We use the Herfindahl index as a measure of Intensity of Competition. We develop two measures to study the change in HHI –Changes in Competition Index (CCI) and Inter Year Competition Index (IYCI). Based on the analysis of

the data from 1993-2005 we find that Indian Industry is still categorized by High Levels of Concentration with over 100 industries having HHI's above 1800. The years through 1993-1997 have been beneficial in terms of fostering competition and we also find that there is no relationship between HHI and Profitability for the period 1993-2004.



Kumar, S. and Mathur, R. 2008. "Impact of Economics Reforms on Competition in Food and Agribusiness Sector in India", Paper presented in the 3rd National Conference on 'Global Competition and Competitiveness of Indian Corporates', held at IIM Lucknow during May 29-31, 2008.

One of the major objectives of Government of India's economic reforms programme initiated in 1990's was to improve efficiency and effectiveness of market players by exposing them to competition. Food and Agribusiness sector in India, structure of which was highly closed and protected, faces radically altered environment in the post reform period. The paper analyzes the extent of increase in competition in six sub-sectors (Food and Beverage, Fertilizer, Paper and Paper Products, Pesticide, Machinery, and Banking) of the food and agribusiness sectors. Using data of 1145 companies for 1991 to 2006 period, we develop Herfindahl index for each year and use this as a measure

of competition. Results show that market concentration has come down significantly in Pesticides and Banking services indicating increased competition in these two sub-sectors. In Machinery, Food and Beverages, and Paper and Paper Products industries there has been moderate decrease in market concentration while in remaining one sector i.e., Fertilizers the market concentration has in fact increased. Hence, the results indicate mixed impact of economic liberalization on competition in the Food and Agribusiness sector. The paper analyzes the implications of these results in the context of global business environment.



Mukundadas, V. and **Saji, K.B.** 2008. "Investigating the Role of Corporate Societal Marketing Programmes in Building Corporate Brand Equity", Paper presented (by Dr. Mukundadas, Director, Chandragupt Management Institute, Patna) and published in the refereed proceedings of the 30th INFORMS 'Marketing Science Conference', organized by the INFORMS Society for Marketing Science at Vancouver, British Columbia, Canada during June 12-14, 2008.

The use of corporate societal marketing (CSM) appears to be on the rise in accordance with the increasing recognition of the vast potential of CSM programmes. Building corporate brand equity for one's own is widely considered as one of the most important governance responsibilities by most of the companies today. The present paper is an offshoot of a research by the authors to identify the factors that drive the process of corporate brand equity building up via the societal marketing route.

For the exploration purpose, it has been decided to employ the case study method. A set of three carefully chosen organizational case studies have been explored for capturing the factors that drive the process of building the corporate brand equity. The study has led to the development of a conceptual model for CSM driven corporate brand equity, which has further been subjected to an empirical validation in the Indian context. The present paper reports the preliminary outcomes of the study.



Singh, P. 2008. "The changing Global banking structure and challenges ahead of Basel II implementation in India", Paper presented and published in refereed proceedings of the 3rd National Conference on 'Global Competition and Competitiveness of Indian Corporates', held at IIM Lucknow during May 29-31, 2008. (Prof. Singh also Co-chaired a technical session in the Conference)

Indian banks today, operate in an environment characterized by progressive deregulation, increased global integration and IT usage which have opened up a plethora of domestic and international opportunities for them. At the same time, they take cognizance of the fact that banking worldwide has witnessed paradigm shifts from balance-sheet to off-balance-sheet financing, from capital adequacy to capital efficiency, and from pure banking to financial services. With the increased financial integration, the risks and financial fragility of the banking system have also increased, and so have the efforts of countries across the globe to coordinate supervisory efforts to mitigate these risks and to ensure level playing fields for all. In light of this, RBI has enforced mandatory adoption of Basel II guidelines for Indian banks which are a set of prudential regulatory norms with an almost universal acceptance. This study explores the impact of Basel

II on the Indian banking and how it would lead to shifts in lending structure, benefit the larger and sophisticated banks and enhance the competitiveness of the banks in general, ahead of the opening up of the sector to foreign banks in 2009. It then elaborates on the key challenges that the Indian banks are likely to face in the implementation of Basel II guidelines, mainly in the areas of infrastructure requirements, development of credit assessment models, and supervisory skills. The study drills deep into the foundations of credit assessment using Internal Ratings method and data requirements for each determinant of credit risk before analyzing the progress of Indian banks on the implementation of these advanced approaches. The concluding section outlines the additional improvements Indian banks would have to register in order to become globally competitive.

NEWSPAPER ARTICLE

Prof. Samir K Srivastava, 'Expansion of banking in India', *The Economic Times*, June 07, 2008, pp. 8.

The article identifies many new opportunities and avenues for expansion of banking in India from both strategic and operational perspectives. Banking has scope for diversification beyond cities to semi urban and rural areas in services like retail banking and micro-credit. Customer expectations regarding accuracy,

security, transaction time, user friendliness, user involvement and convenience are the most important quality attributes in the perceived usefulness of banking services. Banks need to focus on both cost efficiency and service flexibility. This may require them to re-engineer their key business processes. Operationally, banks need to reduce transaction costs, cost of acquisition as well as fixed and overhead costs. The article also emphasizes the fact that statutory and regulatory policies have significant strategic implications for banking. The full article is available at the following link:

<http://econimictimes.indiatimes.com/articleshow/3107960.cms>

EDITORIAL ASSIGNMENTS

Prof. Saji K.B. Nair served as reviewer on the editorial review board of the conference proceedings of the *Annual Conference of Academy of Marketing Science (AMS)* held at Vancouver, BC, Canada during May 28-31, 2008. He worked with Prof. Jakki Mohr of University of Montana, MT, USA, and Prof. Artur Baldauf of Institute of Marketing & Management, Engehaldenstrasse, Bern, Switzerland for the track 'Business-to-Business Marketing'.

OTHER ASSIGNMENTS

Prof. D.S. Sengar attended the expert meeting on Implementation of Scheme *Building Awareness on Intellectual Property Rights for Micro, Small and Medium Enterprises (MSME)* organized by Ministry of Micro, Small and Medium Enterprises, Government of India on June 18, 2008 at New Delhi.



CAMPUS EVENTS

Induction of the New Batch of PGP and PGP-ABM students

3-day Induction programme of the PGP and PGP-ABM 1st year students was held at IIML during June 23-25, 2008. Swami Muktinathananda, a monk of high stature, was invited to inaugurate the 24th batch of Post Graduate Programme in Management and 5th Batch of Post Graduate Programme in Agribusiness Management students.

The programme facilitated the interaction between the students and the faculty members. **Prof. Manoj Anand**, PGP Chairperson, and **Dr. Devi Singh**, Director, welcomed the students. Total intake of the batch is 326 and the breakup is as follows:

Total No. of PGP students : 307 (including 04 repeat cases)

Total No. of PGP-ABM students : 19

World Environment Day

World Environment Day, commemorated each year on 5 June, was celebrated at IIML as well as at IIML-NC (Noida campus). This year the slogan was **kick the habit! towards a low carbon economy**, in recognition of the fact that climate change is the defining issue of our time. The Dean, Noida Campus, Faculty members, Officers and staff members celebrated the occasion with the PGP-ABM and IPMX students by planting trees in both the campus.



ALUMNI ASSOCIATION CHRONICLES**PGP 24 & ABM 05 Induction Program****Vinit Chauhan (batch of 1993)**

The induction program for PGP24 and ABM 05 started with "IIM-L – An Alumnus Perspective", a session taken by one of the most illustrious alumnus of the Indian Institute of Management, Lucknow - Vinit Chauhan, Global Business Manager and Partner, J P Morgan Chase, London and President of the IIM Lucknow Alumni Association. The session served as an eye-opener for the incoming batch.

The perspective urged them to look beyond the Cumulative Grade Point Average and instead develop as well rounded students possessing the most important quality required for a successful career: Focus! Citing several examples from different batches, he demonstrated that focus was the most important quality shared by a lot of successful alumni of IIM-L. He gave them an insight on their career trajectories of some star alumni. As far as placements are concerned, he stressed on focus again being the key difference between those who make it and those who take longer to reach their ultimate goals.

The introductory session was followed by sessions on CV building. The two sessions on CV building were especially useful for students keeping in mind their preparation for Summer placements. He categorically dissected every aspect of a resume and suggested ways to format and present a professional resume.

Vijay Angadi (batch of 1988)

The Managing Director of Novastar funds, Mr. Vijay Angadi, interacted with the incoming PGP24s at IIMLucknow on Tuesday, the 24th of June, 2008. An alumnus of the 1988 batch of IIM-L, he went on to be one of the founders of ICICI Ventures and then on to Novastar. He is also the managing director of ICF Ventures Pvt. Ltd. and serves on the Governing Board of Strategic Management Forum of India.

He started off the talk stating the hard facts about the impression the corporate world holds of IIM-L graduates. Academic excellence being one aspect of development, he also stressed on the need to develop communication skills and other soft skills.

The course of discussion went on to focus on the broader aspects of management in various fields including Retail, Real Estate, Banking, etc in an informal Q & A format. He spoke at length about issues pertaining to each sector, the strengths, weaknesses, the growth potential, the need of these sectors in the current and future scenarios.

He spoke about his personal successes and failures, how he decides on which venture to back and the criteria for making such decisions. He emphasized on the fact that failures can be big but not big enough to bring you down. Careful analysis should be in place before making important investment decisions.

The talk was very interactive and participation and relevant questions pertaining to the new batch were raised. Mr. Angadi's opinions were well received by the batch and they found a lot of learnings to take home from his talk.

MANAGEMENT DEVELOPEMENT PROGRAMMES

Name of Programme	Programme Director	Duration	Venue
Problem Solving Skills and Decision Making Techniques for NHPC Executives	Prof. Sushil Kumar (OM)	June 2-6, 2008	IIML
MDP for SCERT Officers	Prof. Sushil Kumar (CFAM)	June 2-6, 2008	IIML
Effective Communication for Managerial Success	Prof. Neerja Pande	June 4-6, 2008	Mumbai
General Management Programme for NHPC Executives	Prof. Archana Shukla	June 16-27, 2008	IIML

FORTHCOMING MDPs

Name of Programme	Programme Director	Duration	Venue
Finance for Non-Finance Managers	Prof. Prakash Singh & Prof. Ajay Garg	July 7-11, 2008	IIML
Priority Setting, Monitoring and Evaluation for Innovation in Agricultural Research	Prof M K Awasthi	July 7-11, 2008	IIML
Managing People at Work: Strategies for Tomorrow	Prof. Pankaj Kumar	July 10-12, 2008	IIML
4th GMP for Defence Officers	Prof. N K Gupta & Prof. S C Bansal	July 21, 2008 - Jan. 3, 2009	Noida
Corporate Environmental Management and Carbon Markets	Prof. Sushil Kumar (CFAM)	July 21-23, 2008	IIML
Developing Negotiating Ability (DNA) ®	Prof. Himanshu Rai & Prof. D S Sengar	July 21-25, 2008	IIML
Decision Making Techniques for Managers	Prof. Sushil Kumar (OM)	July 23-25, 2008	IIML
Cultural Sensitization for Effective Management of People in Global Markets	Prof. Ajay Singh	July 28-30, 2008	Noida
IT Governance and Information Security	Prof. A Mukhopadhyay	Aug. 2-3, 2008	New Delhi
Marketing and Finance for Budding Professionals	Prof. Rajesh Aithal & Prof. Manoj Kumar	Aug. 4-8, 2008	IIML
Personal Growth through Self Exploration for NHPC Executives	Prof. Shailendra Singh	Aug. 4-8, 2008	IIML
Training Design and Methods	Prof. Punam Sahgal	Aug. 5-7, 2008	Noida
Strategic Marketing of Technology Oriented Products and Services	Prof. Saji K B Nair	Aug. 7-9, 2008	Noida
Workshop on Change Management in Bureaucracy for IFS Officers	Prof. Sushil Kumar (CFAM)	Aug. 8-9, 2008	IIML
Understanding Self for Managerial Excellence	Prof. Pankaj Kumar	Aug. 18-20, 2008	IIML
Application of IT (GIS and Data mining) in Decision Making in Agricultural Research		Aug. 25-Sept. 5, 2008	IIML
Essential Financial Derivatives and Risk Management for Financial Institutions and Banks	Prof. A Vinay Kumar	Aug. 27-29, 2008	Noida

FROM THE PRESS

'Better marketing needed for Brand Taj'

MAULSHREE SETH
LUCKNOW, JUNE 13

WHILE Taj Mahal and Agra is already a brand to reckon with in the international tourist circuit, a marketing guru of the Indian Institute of Management-Lucknow (IIM-L) has proposed new ways to position the Taj brand in a more effective manner.

IIM-L Assistant Professor (Marketing) Devashish Das Gupta focusses on generating greater revenue by effectively marketing Agra and Taj. For this, prolonged stay of foreign tourists in the city is a major prerequisite.

"Taj and Agra are international brands. Proper brand management is needed to

make them economically successful. It is just not possible to do these with mere pamphlets and tourist offices," stated Gupta in his research paper, which he recently completed.

In his research paper, Gupta states that despite Agra being a top tourist destination in the country, tourists normally leave the city within 36 hours of their arrival. He has suggested marketing solutions and branding option to solve this problem.

"Agra is not able to utilise its true potential due to its lack of sensitivity to the requirement of domestic as well as foreign tourists," said Gupta.

He added: "Agra even has the potential to bring more

IIM-L Professor's prescription

- A well-designed entry ticket for Taj, carrying details that can later form a part of tourist's memorabilia
- Tourism needs certain basic infrastructure to flourish like regular power supply, safe drinking water, roads, medical facilities and sanitation, among others
- More cultural festivals, like Taj Mahotsav, which could be conducted round the year with proper planning
- A state-of-the-art international airport at Agra
- Stringent emission norms should be implemented with immediate effects. Without making it complex, rules applicable to National Capital Region could be introduced in the Taj Trapezium Zone

tourism related employment. Thus, the need was felt for marketing interventions to transform the tourism in Agra and I decided to take the initiative."

In his research, Gupta concluded that one of the important reasons for such short stays is the lack of awareness among the

tourists about the various historical sites in the area that are worth watching besides the Taj, Agra Fort and Fatehpur Sikri.

"Even the government departments and websites only highlight these three monuments. This has seriously reduced the average tourist stay in the city," he stated.

"If need be, the famous Ghana bird sanctuary in Bharatpur, which is just 60 minutes drive, from the city can be made a part of the itinerary," Gupta added.

Besides this, he points to the lack of an international airport, proper drinking water facility, ill maintained railway station, poor condition of waiting rooms as well as improper electricity supply as reasons why tourism is not flourishing in Agra.

He has put forth the suggestion that the state government should take lessons from "Destination Branding" of the Kerala government, which successfully branded the state's famous backwaters as 'God's own country.'

NEWS BYTE

Panorama 2008

Gitarattan International Business School, Rohini, is organising a two-week AICTE sponsored

National Faculty Development Programme. The programme was inaugurated on June 2 and will run till June 14. Professor (Dr.) K. K. Aggarwal, Vice Chancellor, GGSIP University was the Chief Guest on the occasion. In his inaugural address, Professor Aggarwal emphasised the importance

of continuous learning. In his keynote address the guest of honour, Professor (Dr.) Devi Singh, Director, Indian Institute of Management, Lucknow, specified the importance of motivating faculty members. Forty people from across India are participating in Panorama - 2008.

High admission acceptance rate at IIM-Lucknow

Ashish Tripathi | TNN

Lucknow: The new admission policy adopted by the Indian Institute of Management, Lucknow (IIM-L), has resulted in high "admission acceptance rate". In 2007, the last admitted candidate was ranked 85th on the waiting list, but this year the rank has dropped to just 25. The fact assumes importance because IIM-L has increased the number of seats from 270 to 330 this year but, despite that, it has managed to fill seats quite easily compared to last year.

The final selections, as per the admission policy 2008, have been done after taking into account the performance of the candidates right from class X till graduation. Combined Admission Test (CAT) results, group discussion and personal interview (GDPI) and work experience. "The comprehensive evaluation also provided us better candidates to select from," Prof SKB Nair, chairman admissions, told TOI. The selection was done in two stages. In the first stage, candidates were assessed on a five-point scale that included CAT 2007 score (30%), class X marks (5%), class XII (5%), graduation marks (5%) and experience profile (5%). The experience profile was rated on the basis of the period of work experience in months. Lowest 0.5 marks were given for 9-11 months work experience and highest five marks were allotted for work experience of 72 months or more.

In the second stage that was also on a five-point scale, candidates were assessed on the basis of their written ability test (10%), group discussion (10%), personal interview (20%), quality of academic qualification (5%) and quality of work experience (5%). Sum of all

the 10 components (stage one and two taken together) were taken for a final score of the candidates for preparing merit list for the final selections. Of 1586 candidates called for GDPI, 375 had been called exclusively by IIM-L. The main list declared by GDPI had 734 candidates, including SC/ST, OBC and physically-challenged. Besides, a waiting list of 200 candidates, only



for general category, was also declared. As a back up plan, a list of 80 OBC candidates was released after Supreme Court's OBC quota verdict. GDPI of these 80 OBC candidates were held in Delhi on May 16 and 17. "Since we had more number of candidates who got calls only from IIM-L, the acceptance rate was high," explained Prof Nair. Classes will start at IIM-L by June 26. However, candidates will be accommodated till June 30, as many change from one IIM to another till the last moment.

Another reason, according to the faculty members, for 'high acceptance rate' could be that IIM-L was one of the most affordable among all IIMs. The fee hike for the session 2008-09 in PGP course had been only Rs 50,000 (from Rs 2 lakh per annum to Rs 2.50 lakh). Further, the institute had given need-based scholarships worth Rs 48 lakh to 86 students in the previous session, the highest among all IIMs as per the officials. The scholarship amount may go up even further in the coming session.

प्रबंधन कोर्स का चौथा बैच शुरू

नोएडा, संवाददाता : आईआईएम लखनऊ के नोएडा कैम्पस में अगले साल से एक्जीक्यूटिव के लिए फाइनेंस में फुलटाइम कोर्स की शुरुआत होगी। यह इयूएल

डिग्री कोर्स होगा। इसके लिए विदेशी विश्वविद्यालय से करार किया जाएगा, जिसमें यहां पर पढ़ने वाले छात्रों को वहां से भी कोर्स करने का मौका मिलेगा। यह जानकारी आईआईएम लखनऊ के निदेशक डॉ. देवी सिंह ने सेक्टर-62 स्थित आईआईएम की ग्रांच में डब्ल्यूएमपी (वर्किंग मैनेजर प्रोग्राम) कोर्स के चौथे सत्र की शुरुआत के दौरान दी।

सेक्टर-62 स्थित आईआईएम लखनऊ के कैम्पस में मंगलवार को प्रबंधकों के लिए चलाए जाने वाले पार्टटाइम कोर्स डब्ल्यूएमपी (वर्किंग मैनेजर प्रोग्राम) की शुरुआत की गई। कार्यक्रम का उद्घाटन डॉ. देवी सिंह ने किया। तीन साल पहले शुरू किए गए इस कोर्स का यह चौथा बैच है, जिसमें विभिन्न कंपनियों में अच्छे पदों पर काम कर रहे 68 एक्जीक्यूटिव ने प्रवेश लिया है। सिंह ने बताया कि हमारा उद्देश्य कामकाजी प्रबंधकों को प्रबंधन के क्षेत्र में अग्रणी बनाने में मदद करना है। उद्योगों के प्रति योगदान का यह हमारा तरीका है। इस कोर्स को काफी रिसर्च के बाद डिजाइन किया है। तीन साल के इस कोर्स में प्रवेश लेने वाले सभी लोगों को एक छात्र की तरह पढ़ाया जाएगा। कोर्स के सलेबस को इस ढंग से तैयार किया गया है। सप्ताह में तीन दिन इसकी कक्षाएं होंगी। इस दौरान 37 कोर्स पढ़ाए जाएंगे। हमारा उद्देश्य प्रबंधन क्षेत्र में काम करने वाले लोगों में समय के अनुसार और कार्यकुशलता व दूर दृष्टि का विकास करना है। इस मौके पर नोएडा कैम्पस की डीन प्रो. पूनम सहगल व संस्थान के अन्य अधिकारी मौजूद थे।

NEWS BUZZ

Managerial training for DIET teachers

Indian Institute of Management Lucknow (IIML) launched its third train the trainer programme for principals and senior faculty of District Institute of Education Training, Uttar Pradesh. Twenty-five princi-



ples and vice principals of DIET are expected to take part in the five-day programme on managerial skills, till June 6. As part of its corporate social respon-

sibility, IIM-L held the first such workshop in March 2007 and the second in June the same year. IIML has signed an agreement with the State Council for Education Research and Training to train DIET principals in the latest management techniques. Under this agreement, IIML will hold a series of workshops for government school principals and teachers in UP.

IITs need 1,950 lecturers & central univs 6,600 to maintain student-teacher ratio

IITs & IIMs face faculty crisis

BHASKAR HAZARIKA
New Delhi

AN ACUTE shortage in qualified faculty for higher education institutes is looming large as the central government plans to set up more such institutes in the 11th five-year plan period and the Supreme Court deems 27 per cent quota for other backward classes in IITs, IIMs and other central educational institutions.

Educationists raise a genuine concern about the lack of teaching staff. "We need more faculty and we need to create it. It is unfortunate that growth in faculty does not keep pace with growth in other factors. The pool is not growing," said Devi Singh, director of IIM-Lucknow.

The Oversight committee, set up by the government to monitor the implementation of the decision

to introduce reservations in higher educational institutions, has also projected a huge faculty requirement as the reservation quota implies increasing seats in the institutions by 27 per cent.

According to estimates, the IITs will require an additional 1,950 teachers and IIMs over 300 to maintain the ideal student-teacher ratio of 1:14. The central universities will need at least 6,600 teachers more. According to a recent statement from the ministry of human resources and development, the current shortage of qualified faculty in 24 central universities is between 10 to 15 per cent.

At present, the shortfall of faculty in the University of Mumbai is close to 50 per cent. There are 204 posts across all departments, which has been vacant for the past four

"IT is unfortunate that the growth in faculty does not keep up with growth in other factors"

Devi Singh
Director, IIM-Lucknow

years in this state-run university. The last time the university advertised announcement for faculty recruitment was in 2003.

"It is important for the government to allocate adequate resources and find a way to fill the existing vacancies. It's really nice to hear government talking of setting up world-

class educational institutes. But what about the current shortfall and what is the government going to do about it," asked Jose George, head of the political science department at Mumbai university.

For smaller institutes, the problem is not very critical. At the Mumbai-based National Institute of Industrial Engineering, the teacher-student ratio is pretty decent at 1:10. "As far as NITIE is concerned, this is not a serious concern because we have only about 600 students across four post-graduate programmes. But I believe that shortfall in faculty is critical for large institutes," said Prem Kumar, registrar of NITIE. There is a unanimous opinion that there is no quick-fix solution and short-term remedy to this problem. "Of course, we do have measures to deal with it in

short-term, like introducing more visiting faculty. But that is not a solution," said Singh.

The central government's recent initiatives to address this issue suggest that the approach is short term in nature. For instance, the centre has decided to allow extension of retirement age for university and technical teachers from 62 to 65 years and also to allow re-employment till 70 years.

The UGC also finds the severity of the issue and has recommended that teaching would be made more attractive, once the new pay recommendations of the Chadda Committee comes in a few months. Even after all these, the shortage in teaching faculty in higher education still remains substantial.

bhaskarhazarika
@mydigitalfc.com

GYANODAYA- LATEST ARRIVALS



BUSINESS ETHICS

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Corporate Communication & Media Relations

Indian Institute of Management
Prabandh Nagar, off Sitapur Road,
Lucknow 226 013, U.P.

Ph.: 0522-2736987/ 2736761; Fax: 0522-2734025

E-mail: sushil@iiml.ac.in ; ccmr@iiml.ac.in

Edited by: Sushil Kumar (Professor-in-Charge) ; Designed by: Nikita Jain

