

# **Newspaper Clips**

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### **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 Anandkrishnan, 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 bachelors 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.

## 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 takeaways from that meeting: start a development office, hire professional fund-raisers and draw up a blueprint on how to raise funds. Shreya Biswas does a quick check of the distance the premier management institutes have covered so far.

### IIM-B: EARLY MOVER

The institute started a development office in 2009 — 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 academics. "We now have full-fledged support for fund-raising," says Pankaj 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, channeled 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 Surrendra. 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-R: 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 corporate, 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 enthused 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.



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.

shreya.biswas@timesgroup.com

# CA टॉपर भी IIM पासआउट से पीछे

## सीए को मिल रहे महज 12 लाख रुपए के ऑफर

[ श्रीराधा डी बसु मुंबई ]



**कारनामा:** इस बार के चार्टर्ड एकाउंटेंट एग्जाम में मुंबई की प्रेमा जयकुमार ने टॉप रैंक हासिल किया। ऑटो ड्राइवर की बेटी का यह कारनामा लोअर मिडिल क्लास के स्टूडेंट्स को प्रेरित करेगा।

इस बार की सीए टॉपर प्रेमा जयकुमार की एक ही हसरत है। वह फरवरी-मार्च में होने वाले कैंपस प्लेसमेंट में किसी कॉर्पोरेट फर्म या बड़े बैंक में जॉब हासिल करना चाहती हैं। फिलहाल उनके पास कोई ऑफर नहीं है। मई 2012 के सीए एग्जाम में टॉपर रहे अभिषेक गुप्ता बी छाबड़िया कंपनी में पार्टनर के तौर पर शामिल होने वाले हैं। उनकी कमाई 12 लाख रुपए सालाना है। प्रेमा की शुरुआती सैलरी भी करीब इतनी रहेगी। यह रकम आईआईएम के 1 करोड़ प्लस ऑफर से काफी कम है।

ऑडिटिंग और फाइनेंस का प्रोफेशन आमतौर पर शुरुआती सालों में मैनेजमेंट के मुकाबले कम आकर्षक रहता है। सीए फाइनेंस के दोनों ग्रुप के एग्जाम में हर बार

तकरीबन 60,000 स्टूडेंट्स शामिल होते हैं। इनमें से सिर्फ 8,000-8,500 स्टूडेंट्स ही सफल होते हैं। दूसरी तरफ, इस साल आईआईएम की 3,200 सीटों के लिए 1.9 लाख से भी ज्यादा स्टूडेंट्स ने टेस्ट दिए।

इंस्टीट्यूट ऑफ चार्टर्ड एकाउंटेंट्स ऑफ इंडिया के वीपी सुबोध कुमार अग्रवाल के मुताबिक, सीए की एवरेज शुरुआती सैलरी 7 लाख के आसपास रहती है। दूसरी तरफ, फ्रेश आईआईएम ग्रेजुएट्स औसतन 12 लाख से 15 लाख सालाना सैलरी पाते हैं। 25 लाख का पैकेज भी कॉमन ही कहा जाएगा। सीए प्लेसमेंट में नियमित तौर पर शामिल होने वाली कंपनियों में आईटीसी, नेस्ले, आईसीआईसीआई, टीसीएस, विप्रो, डेलॉयट, एसआर बाटलीबाय आदि शामिल हैं।

# आईआईएम प्लेसमेंट में बैंकों ने खोली तिजोरी

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

[टीम ईटी]

**आ** आईआईएम के प्लेसमेंट सीजन में इस बार बैंक सबसे आगे हैं। इस सीजन में अब तक बैंक 1 करोड़ की सैलरी के 3 ऑफर दे चुके हैं। सूत्रों के मुताबिक, डोएचे बैंक ने अपने लंदन ऑफिस के लिए आईआईएम अहमदाबाद में ऐसे 2 ऑफर दिए हैं, जबकि मॉर्गन स्टेनली ने आईआईएम कोलकाता के एक स्टूडेंट को 1 करोड़ का ऑफर दिया है। ज्यादातर ग्लोबल और भारतीय बैंक पिछले साल से ज्यादा भर्तियां कर रहे हैं। कई बैंकों ने इस बार सैलरी पैकेज में भी 10-15 फीसदी का इजाफा किया है।

इकनॉमिक टाइम्स के आकलन के मुताबिक, टॉप 5 कंसल्टिंग फर्म एक बार फिर आईआईएम में अपनी मौजूदगी का अहसास कराने जा रही हैं। ये कंपनियां इस साल 200 से भी ज्यादा लोगों की भर्ती करेंगी। बीसीजी के 60-70 स्टूडेंट्स की भर्ती करने की संभावना है, जबकि मैकिंजी इससे थोड़ा ज्यादा लोगों को नियुक्त 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 को नहीं मिला है। हालांकि, ई-कॉमर्स फर्म इस बार भर्ती में सुस्त पड़ गई हैं। पिछले प्लेसमेंट सीजन में ई-कॉमर्स फर्मों ने जमकर भर्तियां की थी। हालांकि, अभी प्लेसमेंट

का शुरुआती सीजन है और अगले महीने इसके पीक पर पहुंचने के आसार हैं। इस साल 13 आईआईएम से तकरीबन 2,800 स्टूडेंट्स जॉब मार्केट में प्रवेश करेंगे। एचएसबीसी बैंक ने पिछले साल टॉप आईआईएम संस्थानों से 17 स्टूडेंट्स की भर्ती की थी। इस बार बैंक 30-40 फीसदी ज्यादा लोगों की भर्ती करेगा।

पिछली बार जहां बैंक ने मैनेजमेंट ट्रेनी के लिए 15.5 लाख रुपए सालाना का ऑफर दिया था, वहीं इस बार यह बढ़कर 16.5 लाख सालाना रुपए हो गया है। एचएसबीसी के एक सीनियर बैंकर ने बताया, 'हम अपने ट्रेजरी बिजनेस के लिए आईआईएम से टैलेंट लाने की तैयारी में हैं।' स्टैंडर्ड चार्टर्ड बैंक भी इस साल पिछले साल के मुकाबले ज्यादा स्टूडेंट्स की भर्ती करेगा। सूत्रों के मुताबिक, बैंक ऑफ अमेरिका मेरिल लिंच के भी इस साल ज्यादा भर्तियां करने की उम्मीद है। आमतौर पर बैंक ऑफ अमेरिका मेरिल लिंच तीन आईआईएम-अहमदाबाद, बंगलुरु और कोलकाता के स्टूडेंट्स की भर्ती करता है।

# Non-IIMs Rake in the Moolah Too

## On A Roll

Institute	2012 (Highest)	2013 (Highest till now)
TAPMI	15.5	15.8
JBIMS	24.0	24.2
K J Somaiya	*12.6	**36.2
Great Lakes	26.0	28.5
BIMTECH	16.0	18.0
IIFT	*19.0	*22.0
NMIMS	30.0	#

\*Domestic \*\*International (₹ Lakh)  
#Not calculated but likely to have crossed

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

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

**DEVINA SENGUPTA & SREERADHA D 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 top-tier business schools as well. B-schools like Narsee Monjee Institute of Management Studies (NMIMS), TA Pai Management Institute (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 quali-

ty, and 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, Crisil 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).

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.

**Boom Time at B-Schools >> 15**

## Boom Time at B-Schools

>> From Page 1

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 IIMB Consulting, PricewaterhouseCoopers, ANZ Bank, Titan, HDFC Life and Bajaj 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 \$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 15.84 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 24.2 lakh, a marginal increase over last year's Rs 24 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 36.2 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 7.5 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 90% of our placements by January, but this time will extend it by two months," said Amit Saxena, placement manager for the college. Dubai's Landmark Group hired students for an average of Rs 18 lakh compared with Rs 16 lakh last year, and Bajaj 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 organisa-

tions 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, shoddiness, 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 organisation 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 Amul 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 honesty of purpose. But for the encour-

agement 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 Amul, 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.