

FOR PRIVATE CIRCULATION

# Network

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#### Disclaimer:

The views and opinions expressed in articles are those of the authors and do not necessarily reflect those of NETWORK, IRMA.

## Editorial

*"Life asked Death,  
'Why do people love me  
But hate you?'*

*Death responded:*

*'Because you are a beautiful lie  
And I am a painful truth'..."*

WE, at IRMA, were shell shocked when Monark Bag, our youngest faculty member, slipped and fell so fatally in his house that he never got up again. No one could believe that this young man, so dynamic and so full of life, would be taken from our midst without any warning. Shy and reserved his disarming smile was his hallmark. Saddest of all, he was the sole hope of his family that had striven so hard to raise him. His mother, who came all the way from Krishnanager in West Bengal to learn of her son's death, remains inconsolable to this day.

He had only seen thirty autumns in his life but had accomplished much. He still had a lot to contribute but who knew that he would go just like that, without giving anyone a chance to say goodbye?

Visiting his home in Krishnanagar, which is very close to the Bangladesh border, I learnt of his early struggles and his valiant resistance to them. Indeed, when he'd been alive, no one guessed that he'd fought so many internal battles. His smile was a beautiful camouflage that few had bothered to peep beneath.

The current issue is dedicated to Monark Bag whom death had snatched away in such an untimely manner from our midst last autumn. Articles by Prof. Anand Venkatesh and Prof. Hitesh Bhatt testify to his greatness and simplicity. A Hindi poem (with an English translation) and a dedication in the column "The Last Word", too, are moving testaments. Hopefully, he is somewhere nodding his approval and smiling.

There are other articles too, by our alumni mainly, besides a book review and film review.

We hope you will enjoy reading the present issue of Network and continue to support us.

**Indrani Talukdar**  
(Editor)



## The shy sovereign of hearts

*A touching tribute to the youngest professor of IRMA  
whose life was interrupted by a freak accident*

Sitting down to write an obituary for Prof. Monark Bag I find myself affected by, what is known as, the “writer’s block”. On introspection I realize that this is not your regular or quintessential writer’s block or the inability to find the right combination of words. There is, instead, an unwillingness welling from deep within- a strong refusal to accept the fact that Monark is no longer with us. My procrastination is owed to this denial about having lost somebody as near and dear as Monark. However, one needs to adhere to the stereotypical image of being a “mature adult”, accept facts and put one’s thoughts together without allowing regular surges of emotion overwhelm the heart. I can say with confidence, if not with certainty, that the state of mind I find myself in is representative of anyone else’s who had even a fleeting association with Monark and who’s had to come to terms with his sad and unacceptable demise.

I take this opportunity to escape to a relatively distant past when I had not even met Monark but opened an email sent by the Director of IRMA. In it was attachment containing Monark’s CV



*Monark Bag conducting an MDP at IRMA*

for recruitment as member of faculty. What intrigued me then was his eye-catching name, his impressive research record and, in a slightly different way, the plethora of subjects taught by him. I vaguely remember having created a mental image of the applicant from my impressions of his CV. His faculty recruitment seminar was also a memorable one where he presented his research with utmost conviction and dourly defended several questions thrown at him by internal and external experts. During the interview, one saw a different Monark altogether. Gone was his earlier assertiveness and conviction and what we could see was



*No sooner had Monark joined, than he plunged headlong into every activity of IRMA*

a shy young boy with a disarming smile. If I remember right, this smile, which one realized later, exemplified his personality; it answered several probing questions during the interview and the panel had but no option other than selecting him.

No sooner had Monark joined, than he plunged headlong into every activity of IRMA. He seemed keen to participate in every activity of IRMA's be it fieldwork, teaching training, or research. He seemed specifically interested in institution building and administration. His intensity in the context of sincerity, commitment, and integrity was unbelievably strong. Even during the unearthly hours of the night one would find him working in his office. While teaching core courses he went to extreme lengths ensuring that his evaluation components would remain immune to the remotest possibility of cheating. He had a penchant for sticking to facts and data. Not for him were flowery, airy fairy descriptions devoid of substance and content. This often rendered his lectures a little heavy but well, that's the way he was!

That all of us have different shades of grey is an oft-repeated cliché. However, this cliché did not seem to even remotely apply in the case of Monark. It was very difficult for, even among the most cynical of us, to classify

him as anything but a wonderful and warm person. He greeted everyone with his disarming smile that seemed to emerge from deep within his heart. When my wife and I were expecting our child he would regularly send emails enquiring whether things were in order while always mentioning that he was eagerly awaiting the arrival of his "little friend". When Vineet was born he gifted him a plastic toy dog, which remains a key member in his toy world to this day. I remember a conversation with him somewhere near the IRMA chimes when he told me that he was leaving for his home in West Bengal for a few days. Out of curiosity I enquired whether there was a function at home. He said that the only purpose of his visit was to cast his vote in the general elections. I was shocked and asked him whether that was the sole purpose of him going so far. He said "Of course! We all should cast our votes, shouldn't we?" Such was the extent of his conscientiousness.

One personal incident with Monark will forever be etched in my memory. I had to leave for the US on a nine-month fellowship and was looking out for a resource person to handle my statistics course. Tentatively, I approached Monark with a request to help me being fully aware of the tremendous workload already with him. Without

*He seemed specifically interested in institution building and administration. His intensity in the context of sincerity, commitment, and integrity was unbelievably strong. Even during the unearthly hours of the night one would find him working in his office. While teaching core courses he went to extreme lengths ensuring that his evaluation components would remain immune to the remotest possibility of cheating. He had a penchant for sticking to facts and data. Not for him were flowery, airy fairy descriptions devoid of substance and content. This often rendered his lectures a little heavy but well, that's the way he was!*



*Notwithstanding his friendly exterior Monark was fundamentally a loner*

batting an eyelid he replied, "Sure! I can at least do so much for you, Anand *bhai!*" I will forever be indebted to him for this kind gesture and forever regret the fact that I have lost the chance to return the favour.

Despite writing about such personal interactions a question lingers, I am sure, in many of us; How many of us can claim that we truly knew or got close to Monark? Notwithstanding his friendly and helpful exterior, Monark was fundamentally a loner. For reasons best known to him, he kept to himself. One would often see him walking with a bag dangling from his shoulders to or from Ganesh Chowk. He did not possess as much as a bicycle saying with his typical smile that he had never bothered to learn to ride any vehicle. Was he then a very serious person? His colourful attire, particularly his kurtas (as observed by many students in his course feedback) exposed a childlike personality, which was further reinforced by the several photographs he had clicked during an IDRC workshop at Udaipur. Around a fortnight before he left us, my wife Vidya and I saw Monark heading towards his home. Vidya invited him for tea but he politely refused saying that he would make it some other time. I agreed, but Vidya would have none of it and strongly insisted that he

come over. He spent a good two hours playing with our baby and talking to us about several issues. What was Monark truly like as a person? Alas, we will never know. Could he have survived the fall in the bathroom had he been married, or, if his mother (a wonderful person) stayed with him? Would he still have been in our midst had we, campus dwellers, been a bit more conscious socially? Such counterfactuals tend to haunt us to this day.

I remember once asking him to disclose the thought process behind his name. He said that his mother wanted to name him "Monarch" but a clerical error at the registration office resulted in "Monark", which was there to stay. True to his mother's aspirations, he indeed ruled the hearts of the people he came across, the only weapon at his disposal being his disarming smile.

Every morning when some of us go on our walk, we see the sapling planted by our PRM participants in Monark's loving memory. At least for a fleeting second, Monark's vibrant and smiling face shines through it and we are left reminiscing about a wonderful soul and how fortunate we were to have spent some time with him.

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## The watery grave of a pipe dream

*Read how a scheme to provide piped drinking water to three districts fell through for lack of vision and will*

In the early 90s the government of a “large” state realized that many villages were faced with chronic and severe shortage of drinking water. So, a scheme was put together to provide piped drinking water to 210 villages in three districts. Financial assistance was provided by a European donor agency (DA). The nodal agency was the Rural Development Department (RDD). Physical works were supervised by the Water Supply & Sewerage Board (WSSB). Health Education was taken care of by the Health Department Community while development, training, and capacity building were taken over by an educational institution specializing in Social Sciences and Social Work. All the stakeholders started implementing the responsibility assigned to them, through teams constituted for the purpose.

Community Development (CD) involved ensuring community participation, formation of Village Water Committees (VWC), conducting training programmes, finalizing the location of stand-posts (devices through which water is dispensed) in the village in collaboration with the community using participatory rural appraisal (PRA) methods, among other things. One of the important responsibilities of the CD team was to inform and educate the village community about the project, but it was advised by the RDD not to discuss the topic of “water charges” with village communities. On being asked the reason, the RDD functionary said that it being an election year, water



*Caste was a major issue in the election year*

charges would be determined by the government. So much for community participation!

During the course of interactions with village communities, the CD team realized that caste was a major issue in several villages. The dalit and adivasi communities were living in habitations located at some distance from the main village. Only time would tell whether they would be allowed by the dominant caste to fill water from stand-posts located in the main village. A possible solution was to set up separate stand-posts in the dalit and adivasi hamlets. When this issue was brought to the notice of the DA and RDD, they said that additional pipes would be required for these additional stand-posts. Since this was not part of the original project, there was no provision budget. Hence, this issue was not going to be addressed.

Some years later the CD team realized that there had been no mention of “sanitation” in the so called “integrated” project. This was brought to the notice of the donor agency that acknowledged that it was an “important issue”. But





*"Some years later the CD team realized that there had been no mention of "sanitation" in the so called "integrated" project"*

since it had not been included in the original plan (in other words, it had been over-looked!) it could not be subsequently added. As a face saving device, the CD team was asked to conduct a pilot study on sanitation in a few villages.

Many senior officers of various government departments were sent to attend training programmes at a reputed institution in Europe. This was done with a view to building project capacity.

During the course of the Review Meetings, it was found that project implementation had not met its objectives, falling short of unanimous milestones. What had also surfaced was lack of coordination between the various agencies implementing different aspects of the project. Questions were raised about the techno-managerial capacity of Zilla Parishad and the VWCs to handle the Operations & Maintenance of the project once it was handed over. All said and done, it was a large and complex project.

Some villagers expressed doubts over whether the source of water would be sufficient for the project's purposes. The CD team shared these views with engineers of the WSSB. The WSSB responded that the villagers

were ignorant and illiterate. Besides, data on water availability had been collected over a large period of time. Hence, these fears were unfounded. But, subsequently, the date of commissioning was postponed citing "inadequate availability of water at the source". All this after a jack-well had been constructed, the distribution system laid, and over-head tanks built! PRA methods had been used extensively to ensure community participation. In hindsight it was obvious that the PRA had been used as a "garnish" to decorate the project!

For a professionally managed project that had used Gantt charts and Log-frames with capacity building, community participation, women's empowerment, accountability and transparency were hailed as core values, it is not known how many villages (if any!) finally received water. Most members of the CD team resigned and left the project.

One can only hope that the chronic drinking water shortages faced by these villages were addressed through another scheme!

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PRM 5

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## A raw deal

*Two new pieces of fiction by brand new authors  
involve two completely different genres*

This time round, there are two books under consideration, both by novice authors and both self-published. The first is a tribute to love unambiguously titled *Love and Other Enchantments*. It is an anthology of short stories compiled by five authors from varied backgrounds. The first short story 'Till Death Do Us Part' is heart-rending in the extreme with death splitting apart the protagonists Neha and Prateek. One only wishes the editors had taken greater care over the editing. Witness the sentence, "...Now Neha, can you summarize the history of patient 105?', the Chief said, shifting his focus to another intern, from among the group of interns that (sic!) stood surrounding the hospital bed, on which lay the body of patient 105..."

The language of these stories is bold, raw, and naive because of the novelty of the writers. The second story in the anthology, for instance, contains the following lines that vibrate with youth, "I do not know the cause of this, I do not know what brings this on. Is it the sweet song of the gushing winds, as they tickle the young leaves of evergreen trees? Or is it the cheerful chirpings of little birds, out to gather food to nurture their little ones?"

A short story by Tanima Kedar is about an old man reminiscing. That he is also a dreamer emerges when he utters the words: "I wonder if the birds that inhabit the trees wonder, discuss among themselves and ponder over the fact that a man has been visiting this God

forsaken place for the last fifty years, occupying the same old bench every time, laughing or sometimes crying, all by himself. I wonder if they laugh at my lonely pathetic self, because I do." The story is narrated in a raw fashion yet it brings a lump to your throat.

Each story highlights a different shade of love. 'The Diary', for instance, is about pessimism in love while 'Closure' by Ishan Dafaria is about unrequited love. 'So Mad in Love' by Anuj Kumar is about danger in love and its lack of fulfilment and attendant frustrations. Another story, *Hatred, Crime & Love* is quite dark and somewhat reminiscent of *Five Iron Spikes*, Anurag Mathur's first short story that he had penned as a student at St. Stephen's College in Delhi.

The second book under consideration is one entitled "Dual Lives" by another debuting author, Gourab Mitra. The story is pretty morbid, about a young woman who was forced to spend her formative years as a boy on the streets. The story of her torment, sadly, is all too familiar on the dusty footpaths of India. The discrimination she faces being a girl child and the violence she witnesses and undergoes, both in and



out of the precincts of her home, is, yet again, chillingly familiar.

The story is told with compassion and uses some playful imagery. For instance: "It was a cold night waiting to turn into dawn. Tongue-biting cold in fact! There was darkness everywhere, the moon and the sun were busy playing hide and seek!"

There is a great deal of internal dialogue as well. Witness this:

"Ah! Fully centralized air-conditioning office! People were busy working on computers. Some of them glanced at

her. "I am not an alien! Why are they staring at me?" She started feeling awkward. She tried to ignore her nervousness. A second later, "It means I am looking beautiful!"

The chief protagonist's story is pretty murky, right up to when she meets tea stall owner Salim and his apprentice Javed, both of whom exploit her till she meets the marketing wizard Ajinkya, who has his own cross to bear in life.

All in all a good first time effort as far as both books are concerned.

*By: Palabra Critica*

### **IRMA student wins Silver at RMAI Flame Students Award 2015**

The Rural Marketing Association of India (RMAI) announced winners of the 9th edition of Flame Awards, which were presented in New Delhi on Sept 12, 2015. Nearly 200 students along with corporate and rural marketing agency representatives attended the presentation ceremony. Kottiana Raja Achutha Naidu bagged the Gold Prize while Tarak Nath Das from IRMA bagged the Silver Prize..

Among the 200 entrants from 50 B Schools, Gayatri Rao from Welinkar Institute, Nikita Singhania, Abhishek Lohiya and Animesh Sahoo from S P Jain Institute, Debashree Debashrita from XIM Bhubaneswar, Shishir Sachdev from IIT Kharagpur, Nitesh Raj Kumar Sajwani from IRMA, Anand; Sruti Nair from IMT Ghaziabad and Barkha Jain from BULMIM were the top seven winners. Winners presented their summer project case studies during the event.

During the welcome address, Sanjay Kaul, President RMAI, said "There is already an increased interest of corporates in Rural India. Over the past decade, rising incomes, mobile services, and media penetration have impacted both consumer and markets alike." He urged students to take up Rural Marketing as a career option with corporate structures requiring young new age marketers to address the changing needs of these markets and consumers. Mohan Saxena who was the Chief Guest of the event mentioned in his opening remarks that the aspiring managers should see ABC as Attitude, Behaviour, and Commitment. He also shared that India actually lives in villages and that in future, marketing would be all about rural. Puneet Vidyarthi, General Manager & Head (Rural) of JCB India Ltd, Rajesh Tara - Vice President (HR) of Usha International, Vijay Sharma, General Manager of GSK Consumer Healthcare, and Anup Kalra, Executive Director of Ayurved shared their professional journeys with the would be managers during an interactive session entitled "Are you future ready manager?", moderated by Raj Kr Jha, Vice President RMAI.

The event was sponsored by Ayurved and powered by Usha International and Crompton Greaves with Insight Outreach as associate sponsor.

## जाने की आहट

दूर बहुत दूर  
 एक धीमी पदचाप लिये  
 एक विनम्र  
 और स्निग्ध  
 मुसकुराहट के साथ  
 बस...  
 केवल देखा था जिसे  
 और महसूस किया था  
 दूर से  
 एक गुप्त आभास की तरह  
 जो धूप के समान  
 जलता रहा  
 एक भीनी भीनी खुशबू लिये  
 बिना आभास के  
 बिना एहसास के  
 बिना कुछ कहे  
 बिना जताए...  
 यही तो गिला है  
 कि तुमने कभी  
 कुछ नहीं कहा  
 न कभी जताया  
 किसीसे  
 न महसूस होने दिया कभी  
 बस...  
 उठ के चल दिये  
 एक अप्रत्यक्ष  
 साये की तरह  
 बिना कुछ सुने  
 बिना कुछ कहे  
 जैसे लौ लुप्त हो जाए  
 गगन में कहीं  
 एक धीमी पदचाप लिये...

(By Nazar Dehalvi)

## The sound of exit

*Far far away  
 a slender footfall  
 a humble  
 soft smile  
 and that was it...  
 One had only just seen  
 and perceived  
 from afar  
 as if a secret sensation  
 from an incense  
 was constantly alight  
 emitting a subtle aroma  
 sans consciousness  
 without an utterance  
 sans acknowledgement.  
 This is a plaint  
 that you never  
 did express  
 nor affirmed  
 to anyone  
 nor let anyone realize.  
 That's it...  
 You simply left  
 like an unspoken shadow  
 Without paying heed  
 Without saying  
 Like a flame  
 that flickers  
 and passes into the sky  
 with a slender footfall...*

(Translated by Indrani Talukdar)



## Rural India goes shopping

*As eCommerce firms develop new strategies for distribution models and expansion, they turn towards rural markets to tap into huge spending potentials*

Tumkur, a small industrial town northwest of Bengaluru, isn't a place many would have heard of. This is where the world's largest eCommerce firm, Amazon, conducted a pilot this year to come up with some amazing results. The firm established a dedicated rural distribution centre manned by the local youth reducing, thereby, delivery times from over a week to about 2-3 days. During its inception delivery was limited to only about 10 packages a day. Today, this number has risen to more than 150. The pilot has, since, spread to other areas down south.

Flipkart tried a different experiment last year by floating a plan to sell Motorola mobile phones to rural customers by setting up a local network of entrepreneurs who would market the product, place the orders on Flipkart, and deliver the products to customers.

A rural-urban bridge is being built leading to improved distribution, customer acquisition, lead generation, and sales. Rural marketing is fast turning into a reality.

A mounting smartphone penetration and rising aspiration levels has stimulated demand in both small town and rural areas. With some smartphones costing as little as INR 5000, Amazon says that it gets more than 50 percent of its orders from outside the top

eight metros of the country. A huge population in those areas uses the internet on smartphones although most consumers may not be using them for shopping currently. This fact, alone, presents an opportunity. Spending in rural India outpaced urban spending in 2012 for the first time, according to data released by NSSO. Between the fiscal year 2010 and 2012, spending by rural India was INR 3.75 lakh crore, which is nearly 20 percent higher compared to that of urban areas.

On its Big Billion Day sales in October 2015 Punit Soni, Flipkart's Chief Product Officer, affirmed through his blog on Medium that a majority of the orders came from rural areas. The BBD sale was entirely "app only". Before the sale, during the same time, Snapdeal had claimed that it expected to net 70 percent sales from the country's remote areas. Last year, Snapdeal had even started a pilot in collaboration with Fino Paytech and launched about 5000 eCommerce kiosks across 65 cities and 70,000 rural areas. Over 65 percent of the orders on Amazon, during the same sale time period, came from tier II and tier II geographies. Traffic from mobiles on Amazon was over 70 percent and a large number of customers came from cities like Aurangabad, Malappuram, Dhanbad, Kannur, Tiruchirapalli, and Jamshedpur among others.

The Amazon logo, featuring the word "amazon.com" in a bold, black, sans-serif font, with a curved arrow underneath the word "amazon" pointing from the 'a' to the 'z'.



*Technology enters the rural sector*

Amazon has tied up with the Indian Postal Service to service over 19,000 pin codes and Flipkart has been tweaking its mobile app to work under poor network conditions while beefing up its delivery networks in over 1000 towns. Flipkart's Punit Soni went out on the fourth day of the Big Billion Sale to deliver packages personally to customers and gathered valuable feedback about the services. Developing slotted delivery options is another solution that is being worked out. All eCommerce giants are now

focusing heavily on their app functions.

Recent reports say that Flipkart wants to use drones to deliver in rural areas. Amazon is also expected to follow suit. The main snag, however, is that civilian drones are not currently permitted on Indian territories. Yet the giants are hopeful about being able to convince the Government.

With the country's economic situation improving the technology market is spreading its wings wider while constricting the gap between India and Bharat at the same time. All thanks to a growing eCommerce market. The gap will, hopefully keep converging, to one day stand up and celebrate the rise of a new unified India with no divides.

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PRM 27*

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### **Mr. T. Nanda Kumar takes over as Chairman of IRMA**

Mr. T. Nanda Kumar has taken over as Chairman of IRMA recently. Mr. Kumar, who is also Chairman of the National Dairy Development Board (NDDB), served as Member of the National Disaster Management Authority and Chairman of Spices Board in Cochin (under the Government of India) during the time of changeover to the WTO regime. He joined the Indian Administrative Service in 1972 and was allotted the Bihar Cadre.

His work with Spices Board had led to a significant augmentation in exports. He was also on an assignment with the United Nations Conference on Trade and Development (UNCTAD) in Bangladesh for three years. He was appointed the Food Secretary of the Government of India in 2006 and later as Agriculture Secretary in 2008.

IRMA is expected to gain immensely from Mr. Nanda Kumar's leadership as he brings with him his vast and varied experience and deep understanding of the challenges and issues facing rural India, both at the level of policy design and at the grassroots.

Mr. Nanda Kumar has taken over from well-known social worker and NGO activist Shri Deep Joshi, who was IRMA's Chairman between November 2012 and November 2015. Shri Joshi was also recipient of the prestigious Magsaysay Award and Padma Shri.

## Looking grit in the eye

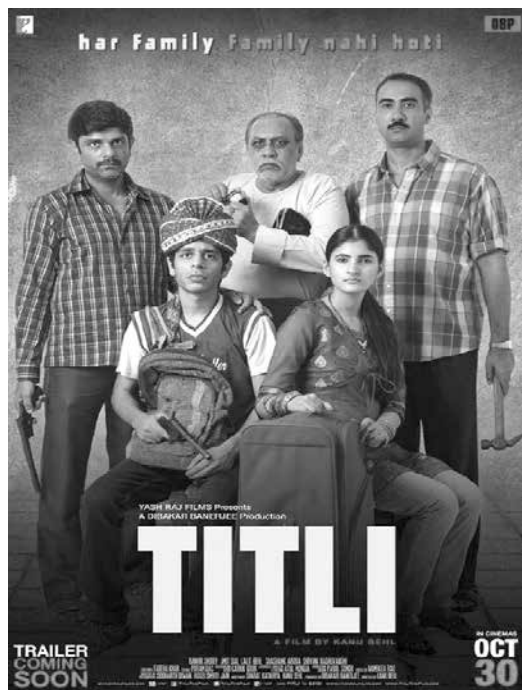
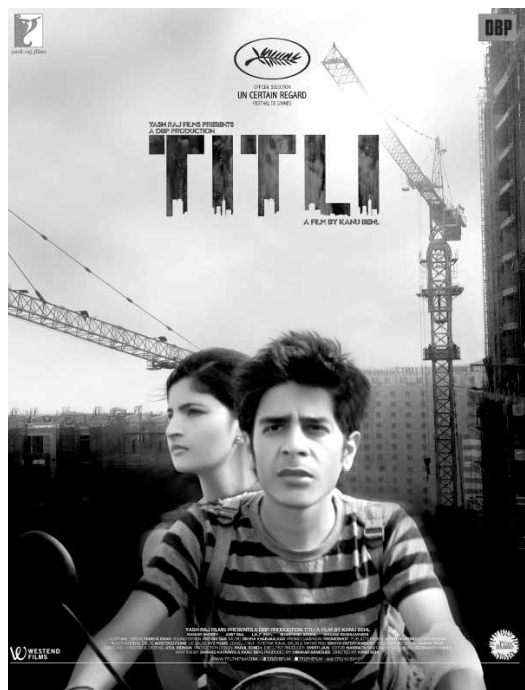
*A film of stark realism tells the harrowing tale of Delhi's dark underbelly while making for compulsive viewing*

Some films simply seem to jump out of the screen and hit you straight in the gut. The rather innocuously titled *Titli* directed by Kanu Behl is one such. Each frame is something of a shocker deluging the viewer with a delicious noxiousness. And yet, even as one is tempted to shut the eyelids tight (and ears in some scenes that are audibly unpardonable) one cannot help but watch, often in glued horror.

*Titli* deals with the underbelly of Delhi. We have all seen the dodgy characters studding it; we have brushed past them and blissfully ignored them, almost wishing them away. They have sold soft drinks to us across petty shop counters; they have repaired out car tyres, or simply bumped into us in an unpleasantly fleeting way. They inhabit

a world that is dark and repellent and well outside the periphery of shining malls and multiplexes.

The guttural Jat-like lingo spiced with Delhi's lower class slang and the camera weaving its way into the unrewarding, narrow lanes fill your mouth with grit. *Titli* (played magnificently eponymously by debut actor Shashank Arora) could belong to any of the capital's least desirable suburbs – Mongolpuri, Najafgarh, or Trilokpuri – where survival is at a premium under an asbestos sheet with a gutter gushing by one side. The uncouth sounds and bullying vociferations are uncomfortably real. The three principal characters Vikram (Ranvir Shorey), Pradeep (Amital Sial), and their father (Lalit Behl, also the





director's father in real life) are hard as the bluntest of nails and darker than an eel's hide. Yet, like Anurag Kashyap's *Ugly*, one simply cannot look away.

The sense of suffocation on the part of the protagonist and his female counterpart, played ably by Shivani Raghuvanshi, carries a deathly sting on its crest. We identify, all too readily, with Titli who, fluttering inside his cage, is longing to soar high above his present life of crime. As with his newly-wedded wife who dreams of bliss and happily forever afters with the much "married" Prince (played to sleazy perfection by Prashant Singh). It is a saga of waiting and its attendant frustrations. Siddharth Dewan's camera rotates around the couple's single bedroom with a steel cupboard in a Varda reminiscent motion highlighting its inhabitants' desolation and desperation. The claustrophobic interior contrasts strongly with the expansiveness outside. And yet, in this unapologetic male universe the female lead is no helpless victim. The new wife, for instance, openly tells her new

husband about her desire to live with 'Prince'.

This is a film that looks you straight in the eye and grabs your collar. Then, like a python, it slowly weaves itself around your being till the tightness becomes far too gripping. The violence is visceral and in your face. But it is not without hope. For, even though Titli doesn't quite escape his pit he still finds a way around it, both for himself and his wife. The disgust associated with the city's underbelly does have its moments, even if they appear hard to digest.

A must see for lovers of serious, committed, and meaningful cinema. That it has won a string of awards including the Critics' Prize t FIFIB, Bordeaux, Best Film at the Seattle South Asian Film Festival, and the Audience Award at the Festival du Film d'Asie du Sud Transgressif (FFAST), Paris merits no surprise.

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### **IRMA Collective Enterprise Promotion**

IRMA has entered into an agreement with the NHPC to work on promoting collective enterprises for livelihood augmentation in the command area of Subansri dam in Assam. This project is a collaborative action research envisaging active participation of NHPC, partner organizations, district administration, and communities. The project also envisages identifying sector based value chains, climate resilient livelihood opportunities by creating productive assets to be owned by the communities. While NHPC plans to support the project based interventions with IRMA, it the project team is expected to encourage government agencies and local communities to contribute keeping in view the convergence of various sector specific development schemes. The project further envisages that interventions will be time bound and that agents will withdraw. The withdrawal strategy involves training and capacity building of the collective enterprises promoted and linking these enterprises to sustainable supply chains. The team comprises Prof. Pramod K Singh and Prof. Harekrishna Mishra as coordinators along with Prof. Madhavi Mehta, and Prof. Ram Manohar Vikas. The team has received Rs. 41.94 million for this action research.

## The strain of capitalism

*Exposed to market forces and technological advancements  
classical music stands threatened*

The fact that the music industry has been changing like quick sand should merit no surprise. The fallout of these changes includes some obvious winners and losers. The maximum changes, undoubtedly, have been wrought by the internet and the digital media. While the end-user consumer continues to enjoy free, at-a-click music it is the musicians and musical corporations that tend to lose out on big bucks. Reaping a rich harvest off the present musical bonanza are those at the other end of the distribution spectrum- the aggregators and streaming services like YouTube, Saavn, Gaana and so on. Capitalism, known for unleashing material productive forces, has helped take music to wider audiences. Capitalism is bolstered by technology thanks to improved musical transmission systems like speakers, mikes and sound recording devices including iTunes, CDs, and so on. Technology also enables artistes to travel all over the world through better and faster means

of transport. It is thanks to capitalism that classical music has emerged from princely courts and temples and entered auditoriums, radio, TV, and the digital firmament.

But this is only part of the picture, there being the more obvious tropes of winning and losing. There is another kind of loss that has been occurring at a more subtle level- in the realm of Indian classical music, to be precise.

Indian classical music, by its very nature, loses its dynamics once subjected to capitalism. Unlike film playback music that may be recorded and replicated, Indian classical music is vital and sentient. To some extent western classical music, which is sheet-based, lends itself to this kind 'de-commoditisation' more easily. Indian classical music is a performing art in the true sense, necessitating direct contact with its votaries. Pandering to the imagination of both musicians and audiences, it is virtually non-repeatable. Using technology-driven



*Nikhi Banerjee*



*Amir Khan*



*Technology cannot replicate Indian classical music*

capitalistic tools serves to further its cause to only a minimal extent. In other words, marketing musical content through digital means – CDs, iTunes, or YouTube – are short-term tactical moves to lure audiences into watching live performances. Classical music, being abstruse, does not lend itself to the marketable picturization observable in other forms of music. While the marketability of (even classical) music and its practitioners may be debated in this consumerist era, there is nothing above the music itself- not even the musician.

Sheila Dhar, a well-known classical singer, wrote in an excellent essay entitled *Music: From the Traditional to the Modern*, in which she noted that “Musicians like Amir Khan and Nikhil Banerjee did not even raise their eyes during a performance because they were so deeply involved with what they were doing and oblivious of everything else. They were sure that nothing significant could possibly exist

beyond the frontiers of their world of music.....”

It is hard to picture stalwarts of such stature flaunting themselves on the cocktail circuit in snazzy attire purveying their achievements via glossy brochures. As Dhar writes, “... One can hardly imagine people of this ilk performing with a sheaf of air tickets in their breast pockets in the mannerisms and dress styles of megastars of Western jazz and rock music, or working the public-relations circuit armed with glossy brochures listing their achievements and the standing ovations they received in this or that foreign country. ...”

Besides, Indian classical music requires deep contemplation owing to its deep soul connection. You simply cannot have it flowing into your ears via the FM channel while driving to the office or to the Metro. Dhar puts it most succinctly when she writes “Silence... is the starting point of all [Indian] music. It is also a fundamental concept



in raga where unbroken melodic lines of sound are drawn on a canvas of silence to create the musical portrait of a heightened state of consciousness..... The gradual invasion of silence by ever-increasing noise levels is...the single most important change that has come about in the music world..."

Furthermore, recorded music that sounds the same every time is in stark contrast to a live performance of the same raga by the same artiste for it never sounds the same on two occasions. That is why a canned performance heard over the laptop or otherwise, becomes boring after a while since it defies the very rationale of Indian classical music that is underscored by its freshness. Classical music is the spontaneous, unrehearsed, improvised release of musical notes on stage and no two performances can reflect the same musical rhapsody ever.

To put it differently, the classical music of our country simply cannot be produced, transmitted, marketed, and consumed through the logic of capitalism. Doing so would mean losing its flavour and spirit. It is a realm in which the audience cannot have the upper hand; it cannot dominate the artiste who reigns supreme during the rendition. It is up to the audience to raise the bar as far as comprehension and appreciation is concerned. Yet, under the contemporary neo-capitalistic regime even that is a tad Utopian.

Witness what Dhar writes: "Today's audience does not consist of

connoisseurs who were brought up to tune in to the mind of the performing musician, but of a vigorous new class of passive listeners who feel entitled to... be served to them without any effort on their part.....In the old days.... [T]he musician was not someone who was being paid to deliver what the listener felt entitled to, but a living treasure to be cherished for what he was – a superior being. The musician was the leader and the listener the follower."

The media too is under capitalist forces. Very few popular TV channels air classical music and artistes- the exceptions being DD Bharti, Lok Sabha TV, Rajya Sabha TV, and All India Radio. Few newspapers – except for *The Hindu* perhaps – treat classical music with the seriousness it deserves. Music is headlined in the event of a renowned practitioner passing away, for instance. Even so, their contributions to Indian classical music are seldom mentioned, and their popular appeal becomes the only reason to regret their sad demise. Thus, Pt. Ravi Shankar's death becomes not a reason to look at his great contribution to Indian classical music but as an opportunity to showcase his collaboration with The Beatles in the 1960s.

In the final analysis, a great deal of reawakening is required to give Indian classical music its due place.

By: Abhishek Gupta  
(PRM 35)

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## More than a pilgrimage

*A much-loved colleague's untimely demise takes the writer to a far-off destination with a touching revelation*

Getting off at the train station I found myself grumbling inwardly. What on earth had made me agree to this journey? It was a journey I had begun to mentally register as 'unnecessary'? Visiting West Bengal had been on the cards for a long time, true. But not this dusty mofussil town, nay village, surely.

It had been barely two and a half months ago that we lost Monark Bag, IRMA's youngest faculty member, in a freak accident. The grieving family, forming a bond with me, had tearfully requested me to pay them a visit whenever I happened to be in West Bengal. In a burst of emotion I remember having mentioned the visit I had scheduled to Kolkata in late November. The "visit" was meant to be a pilgrimage to Belur Math and Dakshineshwar. Once again, in a burst of emotion, I cancelled my Dakshineshwar trip and curtailed my Kolkata visit by a day.

Catching the Hazarduari Express by a hair's breadth (thanks to a wild combination of misunderstanding and misinformation) I was off to a part of the country I had not known hitherto. I had to get used to the stares of my fellow passengers in the general compartment as they took in my jeans and fancy top along with my high-heeled branded footwear with bemused scepticism. Words of jest from a well-meaning female colleague came rushing back, "You are too snobbish to travel with the hoi polloi!" Perhaps, I said to myself, as I shrugged into my seat with obvious unease. Not that I had

never travelled in an Indian Railways' general compartment earlier. This time, though, I found myself surrounded by a different breed of people speaking a new lingo, a coarse variation of Bengali. It hardly sounded like the Bengali I was accustomed to, the language ranked among one of the world's most sonorous by linguistics of distinction. The female fellow passengers were arrayed in saris; I found myself hard-pressed to find a salwar kameez clad figure in the compartment. But then I was in West Bengal, I had to remind myself, not in north India where I have lived all my life. Where men and women spoke a different dialect and well... looked a bit different.

The vendors sauntered in with snacks like *jhaal moori* and *shaur bhaja* instead of chana, chole, and samosas. A blind flautist rendered popular *baul* ditties and Tagore songs instead of Bollywood ballads. The farm-studded landscape too, appeared different as the train chugged away into a northern corner of the state, closer to the border of Bangladesh and, later, heaving with a great jolt at Krishnanagar Station.

I had been told to stay close to the Enquiry booth; someone would come to pick me up. A fruit seller informed me that I would have to navigate the steep over-bridge to get there. "Coolies?" I asked. "No coolies at this station didi," he shrugged. There was no way I could have climbed those steep stairs with two pieces of luggage on high-heeled sandals.

Drat! I cursed myself in unfamiliar American slang. What had made me undertake this foolhardy mission? I couldn't bring back the dead, could I, by visiting his family? What was I trying to prove? And to whom?

It did not take me long to spot Monark's aunt, Lekha, who had left her household chores to pick me up from the teeming wayside station. I was to appreciate later how hard the lady slogs to put the food on the table and to keep the family together.

A festival honouring the local deity – Jagatdhatri (another avatar of Durga) – was on in full swing, so that finding transportation was becoming difficult. Finally a 'to-to', a local version of the South East Asian tuk-tuk (also seen in Paris around the Louvre), was located and we set off towards mean little streets and tiny gullies winding our way through the milling crowd.

I spent the entire day exploring Krishnanagar, Monark's hometown, plunged in the midst of festivities. A neighbour by the name of Shukla took it upon herself to show me around the clay hub of Bengal, a place called Ghurni in the district.

The next morning it was time for me to depart for Kolkata and thence to Vadodara before getting into Anand. As for the warmth and hospitality of the family, the sadness of having lost a son who, apart from being a wonderful human being, had held out the promise of a better life.... I feel too moved to even write about it. All I can say is this: words can never justify an experience that goes down so deep. Rest in peace Monark, wherever you are!

*By: Indrani Talukdar*  
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### Alumni meets



Shoring up the reputation of IRMA as one of the finest B-schools of the country are our IRMANs without whose hard work and dedication this feat would have been well nigh impossible. Since there is so much to learn from our alumni the institution constantly looks for various avenues of engaging them..

Milaap is one such avenue where the alumni revisit their alma mater

and spend two days devoted to fun and frolic with the current batches. Given their busy schedules, however, it is difficult to visit the campus at Anand every year on a regular basis. Devising a solution to the problem, the IRMA Alumni Association decided to conduct Annual Alumni Meets in various locations across the country on the first Saturday of every December. The responsibility of organizing these meets lies with the senior batch going for their Management Traineeship Segment (MTS). The tradition was flagged off by PRM 34 last year and kept up by PRM 35 this year. The Alumni Meet 2015 was conducted with great enthusiasm in 10 cities simultaneously on December 5, 2015 across the country: Delhi, Mumbai, Kolkata, Bengaluru, Hyderabad, Bhopal, Ahmedabad, Kochi, Jaipur, and Lucknow. More than 500 alumni had the chance to reminisce those good old days again.

## Before his final goodbye

*An academician recounts his last meeting with  
the late Prof. Monark Bag*

I was in the middle of a workshop with officials of the Foundation of Ecological Security (FES) at Bilwara when the message reached me. Our colleague, Prof. Monark Bag, was no more with us. I was in complete shock as this was never ever expected to happen to a person who was so young and so full of life.

I had met him right after his joining IRMA. I became better acquainted with him subsequently when he audited some sessions I had been handling with regard to the General Management Programme (GMP) for practitioners. He had a child-like inquisitiveness and was not shy of asking questions.

After that, every time I came across him in the faculty block corridor or during faculty meetings or in his office, one thing was common-his perpetual and beautiful smile. His whole face would light up and radiate happiness while talking, not just to me, to anyone.

In the first week of August this year, I was showing my grand-daughters (aged eight and six years) around IRMA. That's when we ran into Monark. I introduced him to the children and he spent more than three minutes talking with them about matters that only children can appreciate. After this, during a faculty meeting, a point came up pertaining to the effective handling of a Management Development Programme (MDP) on Statistical Quality Control, handled by Prof. Monark Bag between August 10 and August 12, 2015. I could not



meet him for a few days after the meeting, just a couple of days before his demise (in early September). I went to his room to compliment him for coordinating the MDP successfully. Accepting the compliments gracefully he made a statement that showed his big-heartedness. He said that he had wanted me to take a couple of sessions in that MDP but because he knew that my grand daughters were visiting me, he did not want to bother me. It was our last meeting.

One of the courses he had handled for PRM included Production and





Operations Management (POM). I decided to initiate the handling of his course in his absence for PRM 36. To see exactly how he handled POM for PRM 35, I looked at the teaching material prepared by him and I must say that he had done a meticulous job in preparing it. His session-wise plan was thought out really well and the reading the material he had provided I realized that it was of exceptional quality.

Monark was younger than my youngest son and my heart goes out to all the people he has left behind. They must be missing him immensely because

of what he was as a person. May the Almighty provide strength to all of them and also rest his soul in eternal peace.

I miss his presence at IRMA and every time I pass by his room in the faculty block my head turns to pay my respects to him.

I have dedicated POM for PRM 36 in the memory of Prof. Monark Bag.

*The author is Professor at the Institute of Rural Management Anand (IRMA)*

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## FACULTY PUBLICATIONS

### Journal Paper/Book Chapter/Articles

Agrawal, G.K. (2015), Comment on "Responsibility for the third world factory: limits of eurocentric CSR and making room for the state". *Decision*, 42(1).

Gordon-Wilson, Sianne and Pratik Modi (2015), "Personality and Older Consumers' Green Behaviour in the UK", *Futures*, 71 (August), 1-10. ([doi:10.1016/j.futures.2015.05.002](https://doi.org/10.1016/j.futures.2015.05.002))

Pandey, Vivek and Brent Ross (2015), "Sustainability and Firm Strategy in U.S. Agri-Food Companies: A Critical Assessment", *International Food and Agribusiness Management Review*, 18(1).

Prasad, Shambu C., ( 2015), "Creating Knowledge Spaces through Knowledge Dialogues". In Suresh, K et al. (eds). *Knowledge for Change: Essays in memory of Dr N.K. Sanghi*. Hyderabad: WASSAN and Permanent Green. Pp 44-57.

Shylendra, HS (2015), "Regenerating Forests through People's Participation: How far has the Joint Forest Management Worked?", *Society and Management Review*, 4(2), 152-165.

Shylendra, HS (2015), "Strengthening Links of National Service Scheme for Community Development" in L.Kma (ed) *Role of National Service Scheme in Nation Building: Scope and Challenges*, Excel India Publishers: New Delhi, pp 7-25.

### Workshops/Conference/Seminars/Paper presentations/Lectures

Prof. Jeemol Unni presented a paper on "Production Linkages and Sustainability of Informal Enterprises" at the Seminar on "Sustainable and Inclusive Urban Development in India" organized by the Institute of Human Development (IHD), Delhi on August 1-3.

Prof. Jeemol Unni delivered a lecture on "Education, Wages and Informality in Chinese and Indian Labour Markets" at the SARNET Training Programme for Young South Asian Scholars on "Labour Economics: Theories, Methodologies and Research Issues" organized by Institute of Human Development (IHD), Delhi on November 6.

Prof. Nivedita Kothiyal & Bell E presented a paper on "Mimicry and Resistance in the Globalisation of Management Research" at British Academy of Management (BAM) conference, organised by Portsmouth Business School, Portsmouth, September 8-10.

Prof. Nivedita Kothiyal & Bell E presented a paper on "Methodology-as-Technique and the Globalization of Management Research" at the 75<sup>th</sup> Annual Meeting of the Academy of Management (AoM), Vancouver, August 7-11.

Prof. Rakesh Saxena presented a paper titled "Socio-Economic and Environmental Performance across North-Eastern States of India" in the national seminar on "Poverty, Inequality and Health in India with special reference to North-East India" held at North-Eastern Hill University, Shillong, during October 8-10.

\_\_\_\_\_ presented a paper titled "Current Status of Human Development in Gujarat" in the national seminar on "Status of Human Development in Gujarat" held at Sardar Patel Institute of Economic and Social Research, Ahmedabad, during November 3-4.

\_\_\_\_\_ attended the national seminar on "Financing of Agri-Commodity Value Chains: Challenges and Opportunities" held at Bankers Institute of Rural Development (BIRD), Lucknow, November 29-30.

Prof. Saswata N Biswas and Prof. Preeti Priya presented a paper “Materialism and Subjective Wellbeing in Rural India”, in the Centenary Conference of Psychology organized by the University of Calcutta October 9-11.

Prof. Shyam Singh presented a paper “Culture of Evaluation: Women Empowerment Programs under the CSR Initiatives”, in the workshop on Engendered Evaluation, organized by Niti Ayog and ISST, New Delhi, October 16.

Prof. Shambu Prasad presented a paper on “Emerging Patterns of Rural and Agricultural Mechanization in Odisha: Policy Options” at the Workshop on “Rural and Agricultural Mechanization- Recent Histories from Odisha and its Neighbours” organised by CSISA-hub and CIMMYT at Bhubaneswar on December 03.

\_\_\_\_\_ presented a paper on “Agricultural Mechanisation, Labour and Public Policy: The contrasting tales of Power Tillers and MandwaWeeders in Odisha” at the 4<sup>th</sup> Annual Network of Rural and Agrarian Studies (NRAS)International Conference at GB Pant Social Science Institute Allahabad, Dec 18-20.

\_\_\_\_\_ delivered special public lecture at Indian Institute of Management Bangalore (IIMB) on “Agricultural Debates and Policy Choices: Opportunities from a non-linear reading of Indian agriculture” September 23.

Prof. PK Singh and H Chudasama presented a paper on “Reducing Drought related Risks and Building Drought Resilient Livelihoods Using People’s Perception” in the International Conference on *Disaster Risk Reduction: Challenges and Opportunities for Sustainable Growth*, organised by the International Society for Integrated Disaster Risk Management (IDRiM), Hosted by the Technology Information, Forecasting and Assessment Council (TIFAC), New Delhi, India, October 28-30.

Prof. PK Singh and H Chudasama presented a paper on “Evaluation and Enhancement of Communities’ Preparedness to Cyclones Using Peoples’ Perception”, in the International Conference on *Disaster Risk Reduction: Challenges and Opportunities for Sustainable Growth*, organised by the International Society for Integrated Disaster Risk Management (IDRiM), Hosted by the Technology Information, Forecasting and Assessment Council (TIFAC), New Delhi, India, October 28-30.

Prof. PK Singh attended International conference on Systems Analysis at the International Institute for Applied Systems Analysis, Austria on November 11-13.

Prof. PK Singh delivered a seminar on “Capturing interactions between natural and human systems using stakeholders participation” at the International Institute for Applied Systems Analysis, Austria, November 26.

Prof. H.S. Shylendra presented a paper on “Institutions of the Poor: A Critical Assessment of the Role of the Federations of Self-Help Groups (SHGs)” at the 4th national seminar on ‘Microfinance: Issues & Challenges’ held at BIRD, Lucknow, October 16-17.

\_\_\_\_\_ participated in the 75th Annual Conference of Indian Society of Agricultural Economics held at Panjab Agril. University, Ludhiana, November 19-21.

\_\_\_\_\_ conducted a seminar on “How Relevant are the Federations of Self-Help Group (SHGs): A Critical Assessment” at Institute of Rural Management, Anand, November 04.

## Other Engagements

Prof. Jeemol Unni was a Panelist on “SDGs on Economic Empowerment of Women and Engendering Development” for the event on Emerging Perspective from the Global South: Promoting Employment, Education and Skills for Inclusive Development” jointly organized

by the Department of International Development of the Government of the United Kingdom (DFID) and the Institute of Human Development (IHD), New Delhi, July 7.

\_\_\_\_\_ presented the Distinguished Alumni Award to Shri RS Sodhi, Managing Director, GCMMF, 1<sup>st</sup> batch IRMAN, at the ceremony of IMC Distinguished Alumni Awards 2015, organized by the Indian Management Conclave (IMC), Hyderabad, July 29-30.

\_\_\_\_\_ was a Panelist on the theme on “Poverty Alleviation Through Livelihood Interventions” organized by the AXIS Bank Foundation at Delhi, August 10.

\_\_\_\_\_ attended the first formal Editorial Board Meeting of the Journal of Development Policy and Practice, AEequitas Consulting Pvt. Ltd., New Delhi, October 1.

\_\_\_\_\_ was a Speaker on the Panel on “Minimum Wages” at the 57<sup>th</sup> Annual Conference of the Indian Society of Labour Economics (ISLE), organized by the Department of Economics, Central University of Kashmir, in collaboration with the Division of Agricultural Economics, Sher-e-Kashmir University of Agricultural Sciences and Technology, Srinagar, October 10-12.

Prof. Girish Agrawal moderated a panel discussion on financial inclusion under Corporate Social Responsibility in Conclave organized by Symbiosis School of Banking and Finance, Symbiosis International University, Pune on July 25 which was attended by international interns of RBI - College of Agricultural Banking, Lead Bankers of Pune district and several corporate and industry association representatives.

\_\_\_\_\_ was invited to join Governing Board of ‘Xavier Institute of Management’ Jabalpur as Board Member for a period of 3 years from October 2015.

\_\_\_\_\_ was invited by CRISIL India (Credit Rating Information services of India Limited) as JURY for adjudging CSR performance of CREDAI India members initiatives in Mumbai, December 9-10.

\_\_\_\_\_ was awarded as ‘Aspire Founding Fellow’ in annual function of Aspire Fellows in Mumbai, Dec 17-19

Prof. Rakesh Saxena was invited to be a member on the Editorial Board of the Amity Journal of Agribusiness.

\_\_\_\_\_ attended a meeting of the Technical Advisory Group for the Biodiversity Finance Initiative in India on July 13, 2015 at the Ministry of Environment, Forests and Climate Change, New Delhi.

\_\_\_\_\_ attended a meeting of the Board of Studies in Economics, MS University of Baroda, as a Member, July 24.

\_\_\_\_\_ attended the first meeting of the Task Force for Poverty Elimination, Government of Chhattisgarh, on August 01, 2015 at Raipur as an IRMA representative.

\_\_\_\_\_ conducted Naranpur Express simulation game on October 26, 2015 at KGVK, Rukka, Ranchi (Jharkhand), during a “Train the Trainers” programme organized by the Society for Promotion of Wastelands Development (SPWD) for the “Green Colleges” incubated by the National Skills Foundation of India (NSFI).

Prof. Saswata N Biswas was invited as jury member for the award of best research paper in Psychology in the Centenary Conference of Psychology organized by the University of Calcutta. October 9-11.

\_\_\_\_\_ chaired a session on Diversities in Concepts and Applications of Psychology (session #13 10-10-15), Centenary Conference of Psychology organized by the University of Calcutta, October 9-11.



Prof. Shambu Prasad was invited as expert panel member to discuss and evaluate value chain proposals of UMED the Maharashtra Livelihood Mission's as part of the Special Livelihoods Initiative at Mumbai, October 06.

\_\_\_\_\_ participated in workshop on "Governance issues in Producer Organisations" by NDDDB at Anand, October 8.

\_\_\_\_\_ was invited as panellist in G20's consultative meeting of the Think-20 entitled "T20 meeting: Turkey, India and the G20" in working session on "Technology, Services and Skills", Mumbai, October 19.

\_\_\_\_\_ was invited as panelist at the "Consultation on Potential of Agro-Ecology and Innovative Extension & Institutional Systems for Farm Profitability and Sustainability" with NITI Aayog member Dr VK Saraswat, Hyderabad, December 22.

\_\_\_\_\_ reviewed PhD thesis and sent report on "Value Chains and Small Enterprise Development" of the Tata Institute of Social Sciences (TISS) School of Management and Labour Studies.

\_\_\_\_\_ was part of the PhD defense of Mr. Debashish Sen as a co-promoter of his thesis at Wageningen University Netherlands (Nov 20, 2015) on "How Smallholder Farmers in Uttarakhand Reworked the System of Rice Intensification: Innovations from Sociotechnical Interactions in Fields and Villages".

\_\_\_\_\_ submitted joint proposal "Seeding Social Innovation and Enterprise in Universities" between CSEE, IRMA and TheHive, Nottingham Trent University, UK to the British Council as part of a competitive grant on social entrepreneurship. IRMA- NTU have been awarded the grant of 20,000 pounds for one year from November 23.

\_\_\_\_\_ was mentor to the Altech student team "Saadhan" that represented IRMA and won the Alltech Innovation competition on December 2.

Prof. HS Shylendra nominated as external examiner of Ph D Thesis of Faculty of Management Symbiosis International University, Pune, December.

\_\_\_\_\_ participated as external examiner in a viva voce exam of Ph.D Thesis at SJSOM, Indian Institute of Technology, Bombay (IITB), Mumbai, July 14.

\_\_\_\_\_ participated in the first meeting of Agricultural Task force of State Planning Commission, Chattisgarh, July 31.

Prof. Vivek Pandey was selected to attend a Workshop on Impact Evaluation Techniques, organized by PHFI, Measure Evaluation (UNC Chapell Hill, USA) and GEMNET Health, July.

## Research Projects

### Mid-term Impact Evaluation of CCD-ABF Farmers' Livelihood Project

*Team Members: Prof. Vivek Pandey, Prof. Shyam Singh.* The aim of the study was to conduct mid-term impact evaluation of the CCD-ABF livelihood intervention with groundnut farmers in Andhra Pradesh. The study assessed the impact of cooperatives on agricultural incomes, fair trade practices, role of intermediaries, and effectiveness of support services provided by the implementing agency. The project concluded in August 2015.

## Research Grants

Prof. Shambu Prasad submitted joint proposal "Seeding Social Innovation and Enterprise in Universities" between CSEE, IRMA and The Hive, Nottingham Trent University, UK to the British Council as part of a competitive grant on social entrepreneurship. IRMA- NTU have been awarded the grant of 20,000 pounds for one year from Nov 23, 2015.

## IRMA Seminars

Stephen Biggs (Research Associate, School of African and Asian Studies (SOAS), University of London, UK) and Scott Justice (Agriculture Mechanization Specialist, CIMMYT, South Asia Regional Office, Kathmandu, Nepal), "A history of rural development debates: Recent disruptions and themes in an emerging policy agenda for rural industrialization" on November 26.

Chinmay Tumble (Assistant Professor at the School of Public Policy and Governance, Tata Institute of Social Sciences Hyderabad), "Missing Men, Migration and Labour Markets: Evidence from India" on December 01.

Mark Lindley (currently University Chair Professor, University of Hyderabad School of Economics is a noted musicologist, economist and, a historian of modern India. His recent works have been on 21st century ecological concerns and insights from Gandhian thinkers.), "The 'Economic Man' Postulate: Ecological Economics and Gandhian Alternatives" on December 12.

## FPRM Public Seminar

Shashi Bala Rai, "The Role of Individual and Programme level factors on Social Marketing of JANANI SURAKSHA YOJANA in Western Uttar Pradesh" on November 27.

## IRMA Working Paper

IRMA Working Paper can be downloaded for free from:

(<https://www.irma.ac.in/ipublications/publication.php?cid=2> )

Anand Venkatesh and Falguni Patel, "Roads Facilitating Rural Accessibility: A Critique of the PMGSY", Working Paper No.275.

## Visitors to IRMA

In the past two quarters IRMA received around 200 visitors from various walks of life. Majority of visits were by students of higher education. This includes students from various Agriculture University, Karnataka ( 666 students and 22 faculty members), Vadodara design Avademy, Vadodara (15 students), Indubhai Parekh School of Architecture, Rajkot (3 students) 25 participants from Faculty Development Programme, IIMA, Dairy Technology College, Kamareddy of Shri PV Narasimharao Telangana State University (6 students and 1 faculty member), St. Xavier's College, Mumbai (45 students and 2 faculty members), St. Xavier Institute of Social Services XISS, Ranchi (26 students and two faculty members), 2 members from Forbes India, 23 Newly joined officers from NDDB. Additional chief Secretary and Agriculture Production Commissioner, Government of Chhattisgarh, Secretary, Animal & Fish Resources Department and Chairman, Government of Bihar & Bihar State Milk Cooperative Federation Ltd., Patna, Director and General Manager, COMFED. 3 members including Chairman, Secretary Dairy Development board, Government of Uttarakhand. 8 Member delegation from Mongolian dairy industry. 6 member delegation from Republic of Afghanistan .4 member delegation from Dr. Babasaheb Ambedkar Marathwada University, Aurangabad.

IRMA was a designated Centre in Anand under the "Mahila Sashaktikaran Pakhwadia" (The Women Empowerment Programme) of Government of Gujarat, wherein 295 students and 22 faculty/staff members from 8 different colleges visited IRMA from 5-8-2015 to 7-8-2015. All the students were briefed about IRMA's activities and Ms. Malashri (Pooja)

Mannari, PR cell of IRMA gave presentation on IRMA to the students and briefed them about the Institute's activities. They were also explained how IRMA's flagship programme Post Graduate Programme in Rural Management will help them in developing themselves and also their villages.

### On-Campus Management Development Programmes (MDPs)

Sr. No.	Title of the Programme	Dates	Co-ordinator(s)
1.	Transformational Leadership and Managing Change	July 16 - 17, 2015	Mr. Vijay Menon
2.	Logistics Approach to Supply Chain Management	July 22 - 24, 2015	Prof. Durga Prasad M V
3.	The Power of Emotional Intelligence in Action: Development and Application	July 30 - August 1, 2015	Prof. Asmita H. Vyas
4. *	Contemporary Developments in the Field of Finance and Accounting for the Block Accounts Managers of National Health Mission, Odisha	August 4 - 6, 2015	Prof. Paresch J Bhatt, Prof. Asmita H. Vyas & Prof. Rakesh Arrawatia
5. *	FDP on Action Research for Livelihood Promotion for ILRT	August 4 - 6, 2015	Prof. H. S. Shylendra, Prof. Nivedita Kothiyal, Prof. Saswata Narayan Biswas
6.	Statistical Quality Control	August 10 - 12, 2015	Prof. Monark Bag
7.	Optimization in Business Situations	August 19-20	Mr. Rishi Sanwal
8.	Practical Answers to Poverty - Marketing of Rural Products	September 1 - 4, 2015	Prof. Preeti Priya
9.	Personal Empowerment and Interpersonal Effectiveness	September 24 - 25, 2015	Mr. Vijay Menon
10.	International Management Appreciation Programme for Voluntary Agencies (VOLAG-MAP)	October 5 - 23, 2015	Prof. Nivedita Kothiyal
11.	Team Building	October 6 - 9, 2015	Prof. Hitesh Bhatt
12.	Financial Control in Co-operatives	October 13 - 16, 2015	Prof. Paresch J Bhatt, Prof. Asmita H. Vyas & Prof. Rakesh Arrawatia
13.*	Managerial Effectiveness" for the Officers of ISRO, Ahmedabad	October 17-18,2015	Prof. Madhavi Mehta
14.	Design Thinking for Social Innovation	November 2-4,2015	Prof. Shambu Prasad C.

15. *	Effective Communication and Conflict Resolution for CSR Management for Aditya Birla Group	November 16-20,2015	Prof. Hitesh Bhatt
16.	Finance for Non-Finance Executives	November 24 - 27, 2015	Prof. Paresh J Bhatt , Prof. Asmita H. Vyas , Prof. Rakesh Arrawatia
17.	Qualitative and Quantitative Research Methods	November 26 - 28, 2015	Prof. Shyam Singh , Prof. Indranil De
18.	IRMA Impact Evaluation Winter School	November 30 - December 9, 2015	Prof. Vivek Pandey Prof. Shyam Singh
19. *	MDP for the Executives of Fullerton India- Term 1 (On campus)	November 30 - December 5, 2015	Prof. Girish Kumar Agrawal
20. *	General Management Development Programme for the Block Programme Managers of National Health Mission, Odisha	December 8 - 11, 2015	Prof. Hitesh V Bhatt

### OFF-CAMPUS MDPS

Sr. No.	Title of the Programme	Dates	Coordinator(s)	Host
1.	Marketing Skills for MP State Cooperative Dairy Federation Limited	August 21-22, 2015	Prof. Pratik Modi	MP State Cooperative Dairy Federation Limited
2.	Naranpur Express	October 26, 2015	Prof. Rakesh Saxena	National Skills Foundation
3.	Waste Management in Manufacturing Sector	November 26-27, 2015	Prof. Hitesh V Bhatt	GSFC

### IMC Distinguished Alumni Award 2015



Prof. Jeemol Unni, Director (IRMA) presented the IMC Distinguished Alumni Award 2015 to R S Sodhi, Distinguished Graduate of Institute of Rural Management Anand, IRMA, Managing Director, Gujarat Cooperative Milk Marketing Federation (AMUL) at the 6th Indian Management Conclave 2015 at ISB (Hyderabad) on July 29, 2015. The event was organized by MBAUniverse.com



## Fourth Verghese Kurien memorial lecture

IRMA organized the Fourth Verghese Kurien Memorial Lecture 3.00 pm at the Tribhuvandas Patel Auditorium, NDDDB, on November 21, 2015. Dr. Arvind Subramanian, Chief Economic Advisor, Ministry of Finance, Government of India delivered the Verghese Kurien Memorial Lecture on "Reforms in Indian Agriculture".

Prof. Jeemol Unni, Director, after welcoming the distinguished speaker and esteemed guests, paid tributes to the legendary personality, Dr. Verghese Kurien, Milkman of India, who was also a farmer's man, as most of his efforts were geared towards improving the lives and livelihoods of the Indian farmer.

Shri T. Nanda Kumar, Chairman NDDDB and Chairman designate IRMA praised Dr. Kurien's admirable work of developing the Amul model of business, which had empowered the farmers so that they owned what they had produced. He quoted Dr. Abdul Kalam who had found a reflection of Mahatma Gandhi's leadership traits in Dr. Kurien's work.

Dr. Subramanian made an elaborate and thought provoking speech highlighting the problems and challenges of Indian agriculture. He cautioned about the building up of the perfect storm in agriculture in terms of climate change, changing dietary patterns, inability to respond to the mismatch of demand and supply, and the onion-tomato-vegetable-pulses problem. The speech targeted the pressing needs of economizing of usage of resources, use to science and technology, impact of climate change, reliance of population on agriculture versus industry, re-assessing the provision of subsidies, investing in areas where resources are constrained, and the need for institutional change. To meet the growing demand for pulses he expressed the need of having an "Amul for Pulses". This was followed by an interesting question hour session.

This was a public lecture and had a gathering of academicians, practitioners, eminent thinkers, policy makers, students, and employees of IRMA, NDDDB, GCMMF and other sister organizations.

This memorial lecture is held every year on the occasion of Dr. Kurien's birth anniversary to commemorate the exemplary work done by Dr. Verghese Kurien, the father of White Revolution in India.

The first Verghese Kurien Memorial Lecture had been delivered by Prof. M.S. Swaminathan, FRS, UNESCO chair in Ecotechnology and Member of Parliament (Rajya Sabha) on 'The Cooperative Pathway of Enhancing Rural Livelihood and Nutrition Security', the second by Prof. V.S. Vyas, Professor Emeritus, Institute of Development Studies, Jaipur and Member, Economic Advisory Council to Prime Minister on 'Changing Contours of Rural India' and the third by Prof. Raghuram Rajan, Governor, Reserve Bank of India on 'Indian Economic and Financial Development'.







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