

Network

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EDITORIAL

With the temperatures soaring relentlessly, summer is already upon us! Downing glasses of chilled beverages and doing everything to keep oneself cool in this hot weather is the best way to go for now. The good news is that south-westerly winds blowing in from the Arabian Sea have allowed the temperature to settle at near-normal levels, especially in Gujarat and West Rajasthan. One can only hope that the conditions will last. It is still spring time after all, let us not forget.

The late Hollywood actor Robin Williams had said once, "Spring is nature's way of saying, 'Let's party!'" Maybe, but this is also when we say goodbye to our PRM 36 batch. Even as hearts grow heavy with the realization we wish them happiness and success for their future.

This is a season of goodbyes, no doubt. We also bid adieu to Bhupendra C. Patel, one of the most enduring icons of IRMA. To think that we will no longer encounter his smiling visage while turning a corner in the Faculty Block or while sauntering up to the ETDC is a sobering one. Do read the stirring tribute Pooja Mannari and Milan Shukla have paid to him in the column Down Memory Lane

We have added new columns this time including Trail Blazers which commences with an article by a much-read and much-loved alumnus Meher Gadekar on a social entrepreneur driving grassroots innovations.

This time round, we have two book reviews for our readers, a cover story on the mess facilities of IRMA and, of course, Prof. Paresh Bhatt's poetry in Hindi.

Last but not the least it is your support, dear readers, that means so much to us. Do keep reading us...

Indrani Talukdar
Editor

Not just your daily bread

A spot of congeniality, the IRMA mess is more than a place for students to eat together



Think of the word “mess” and what recalls to mind? A dirty or untidy state of things or of a place, right? That is what the dictionary says too. Yet, as most of us are aware, the mess is also a place where a certain group of people eats and socializes.

The word “mess” first occurred in the English language in the 13th century in the context of cooked food, mainly liquid food as in “mess of pottage”. By the 15th century, though, the mess became relevant to a group of people eating together, particularly in the context of the military.

The IRMA mess, which has nothing remotely do with the military, is a congenial galactic of nourishment and conviviality. Launched in the early 80s at NDDB’s Diagnostic lab campus it was shifted to IRMA’s lush campus later,

1982 to be precise. Thirty-five years on, the IRMA mess has witnessed a sea change in terms of infrastructure, culinary ware, freezers, and so on. Safety measures, too, have been put in place. Gas cylinders, for instance, have been replaced with a gas pipeline while the number of mess workers has gone up along with temporary assistants.

Wholly student run, the mess is housed inside a large dining hall. It has space that can accommodate as many as 400 people with ease. Attached to the main mess is a recreation hall with a television set blaring with all its might. Students congregating and sharing

The word “mess” first occurred in the English language in the 13th century in the context of cooked food, mainly liquid food as in “mess of pottage”.



their views, vociferously at times, is a common enough sight here.

The Institute's mess committee came up in the mid 80s and was run by the then PRM 5 participants. "Selection occurs through a democratic process whereby members are elected by students. The members include a senior, junior, and Fellow programme participants," reports Darshit Jayantkumar Shah, one of the mess committee members.

As is the case now, there was a mess manager way back then. "His name", recalls Samsun Macwan, one of the senior most mess workers, "was Daya Sagar". The present mess manager is Arun Singha, who has more than 30 years experience managing the IRMA ETDC kitchen.

"We do our best," Macwan continues enthusiastically, "in trying to get the

most nutritious and delicious food on the students' tables." It sure is a lot of hard work, confirms one of the mess workers. "We deliver meals thrice, i.e. breakfast, lunch, and dinner." And how do they cope with such a humongous agenda?

"We work shifts," he asserts, "just so that the students get the best."

"Tea is available throughout the day," chimes in another worker. Students, hungry and exhausted, begin trooping in at this point. The mess, a quiet haven a moment ago, becomes a hub of noisy activity with students speaking a plethora of dialects queuing up alongside the food counter.

So, which meal is the best one? "Breakfast!" chorus the students in unison.





“The menu is updated frequently based on popular opinion, taking into account the tastes of the diverse cultures present in the hostel,” beams Darshit.

The students, he asserts, are a most helpful lot. “Whenever there has been the death of a worker the students have got together, pooled resources,

and helped the workers’ families by offering both financial and moral support.”

A jovial spot of camaraderie the IRMA mess serves a purpose that goes beyond food and nourishment.

By : Pooja Mannari



Down to grassroots

Dr. Sankar Datta is one those IRMAans who do IRMA proud owing to their stupendous achievements



The friendly eyes behind the rugged demeanour topped by a shock of grey hair and the hearty, full-throated laugh all serve to seal the presence of first batch IRMAN, Dr. Sankar Datta. A development evangelist, Dr. Datta has several aces up his sleeve. This down to grassroots IRMA alumnus, ex IRMA faculty member and former Dean of The Livelihood School launched by BASIX, has been instrumental in the setting up of the BASIX Group of Companies, a new generation livelihood support institution. He also initiated and led the first livelihood project of PRADAN, a prominent livelihood-related NGO, among many other things.

So, what made this livelihood veteran choose a career in the development sector?

"It was a conscious choice," affirms Dr. Datta in his deep and sonorous voice, "because of some interesting events in my life." The kernel of activism, in a manner of speaking, was sown early in life. In the man's own words, "Sir

Leonard Knight Elmhirst, who had helped Tagore set up Shantiniketan, came visiting once. I went along with a bunch of eager youngsters to obtain his autograph which, to our greatest surprise, was signed as 'Chasha' (meaning peasant in Bengali).

"'Sir' was the title given to me by the Queen and 'Chasha' by the people. I take pride in the latter," were Sir Elmhirst's words. The words made a deep impression on young Datta.

But there was another incident that served to fan the fire of idealism in the young Shantiniketan student.

Growing up in Shantiniketan, Tagore's iconic institution, in the 60s and early 70s, exposed him to the cauldron that West Bengal had become thanks to the Naxalite movement. A movement that had been sparked by a spirit of idealism to begin with. As a starry-eyed greenhorn he, along with some friends, went to meet Ashim Chattopadhyay, a towering figure of the movement. The legendary revolutionary, viewing the motley group of youngsters made a stirring comment: "You are too young to understand what we are trying to achieve with this struggle; you won't be able to appreciate our true purpose right now. If you really want to do something worthwhile and if you want to truly understand rural India then go and study agriculture."

Agriculture was a discipline taught in Shantiniketan. "Yet," the Vice

Chancellor (of Shantiniketan) suggested that I join Pantnagar University”.

Having found his true calling he wanted to now give his dreams a definite shape. It happened while trekking with his friends around the hills around Pantnagar. “While threading our way through the hills we would come across ascetics with whom we would engage in interesting discussions on life and philosophy. It was during one such trek that I came across an ascetic who advised me to do management. Coincidentally, IRMA posted an ad in the national dailies inviting its first batch of students. I saw it as providential- a message straight from the heavens.” It was a message that took him from the east of the country to a corner further away in the west.

The young IRMAN joined MP Oil Federation upon graduating as its spearhead team leader. “Manthan was our bible and Girish

Karnad our hero. My team and I were super excited about our work, visiting the villages and motivating farmers, organizing farmer collectives, and promoting soybean cultivation among heaps of other things,” he enthuses.

There is one incident at MP Oil Federation that stands out clearly in memory. “It was about to rain heavily and I asked that the soybean stacks be covered with tarpaulin,” he recalls, his eyes twinkling. “I got a letter from the head office the following day enquiring why I hadn’t taken prior written permission. I replied saying that saving the soybean stacks was more important than seeking orders at the time.” It was his way of thumbing his nose at the bureaucracy.

In vain, as it turned out. “He did persuade me to go on leave without pay, though...” he sighs.

It was around this time that he met the famous social entrepreneur Vijay Mahajan who persuaded him to join the Anand Niketan Ashram in Gujarat’s Mundamor to help set up farm forestry in the region. “I was intrigued by the idea and gave my consent. Vijay came to meet me at my office at 9 in the morning and at 11 o’clock we got into a train at Hoshangabad. I descended at the Bhopal Railway Station,” he recalls, “while Vijay went further on to Delhi.” He submitted his resignation at the MP Oil Federation’s head office in Bhopal. The MD, at the time, was Najeed Jung, the former Lieutenant Governor of Delhi, who tried to dissuade Datta. In vain, as it turned out. “He did persuade

me to go on leave without pay, though...” he sighs.

This was just the beginning. From action consultant at Anand Niketan to CEI

Fellow at IIM (Ahmedabad) to Associate Professor at IRMA and later Professor at Azim Premji University to Director of Indian Grameen Services, Dr. Datta has seen it all. He now works in an independent capacity as a livelihoods advisor. His recent engagements include Bharat Rural Livelihood Foundation, Ernst and Young, and TRIPTA Orissa Livelihood Mission peppered with teaching assignments with institutions like the Tata Institute of Social Sciences, and Xavier University and Bhubaneswar.

A true IRMAN in soul and spirit.

By: Saikat Ghosh (PRM 37)

The inimitable BC



B C spoke to two members of the Network team on the eve of his farewell. Some excerpts from the interview:

Q. Could you please tell us about your overall experience at IRMA?

A. It has been very good here since I enjoyed each day that

I spent at IRMA. There is freedom of work here as long as you work in accordance with IRMA's mission and keep its objective as top priority. For us at IRMA students have always been top priority.

Q. Things are changing at IRMA, as you well know. Has this affected you and your work in any way?

A. Not all (smiles). I have always kept my personal life separate from my professional one and I believe that every day is a new day. Change is inevitable but as long as you are ready to accept it with willingness and as long as you are prepared to change yourself accordingly it will leave you undisturbed. Many things have changed at IRMA but do you know what? Its core has not changed yet. And that is the best part.

He is a familiar sight at IRMA, as familiar as the iconic Carrillon Chimes. And he walks just as tall. Most likely, you will bump into him into one of the mazy corridors of the faculty block or in the ETDC, or the hostel blocks ministering to the needs of students, faculty, and staff with brisk efficiency.

That is the reason it is so hard to say goodbye to Bhupendra C Patel, more popularly known as 'Patel Sa'ab' or simply 'BC'.

It was more than three decades ago that a young engineering graduate crossed the great portal of IRMA to join as Resident Engineer. He went on to become Assistant Estate Officer, Estate Officer, and General Manager to end up as Senior General Manager. His trajectory has been marked with laudation and success.

It is with a heavy heart that we bid adieu to the man who is known never to have uttered the word 'no' to anyone.

Most likely, you will bump into him into one of the mazy corridors of the faculty block or in the ETDC, or the hostel blocks ministering to the needs of students, faculty, and staff with brisk efficiency.



Q. Do you see any difference in senior employees of IRMA and the young recruits?

A. Yes, I do see a difference in terms of approach. While both types of employees work as per IRMA's philosophy the seniors, having seen so many ups and downs at IRMA, have grown up with the institution. As a result, they have a sense of belongingness towards it, something that is missing in the younger recruits, which is quite understandable. And I am sure that once they have devoted a number of years to the institute they will come to love it and develop the same feeling of belongingness to it. We do need young people here to bring in fresh ideas and an approach that will help IRMA grow by leaps and bounds.

Q. Has IRMA helped you in developing your professional qualification and work?

A. Yes. Apart from concluding a diploma in Management I also finished a course in Energy Saving. Now I am a certified Energy Auditor. These two courses helped me a lot not only in terms of campus maintenance but also helped me design new infrastructure at IRMA.

Q. We never saw you under work pressure. Does it mean that all these years you never faced any work pressure or stress?

A. There were times when I did face work pressure yet there never was any stress that was work related. Besides, I never took my work pressures at home. I always believed in the people working with me and also learnt the art of delegation of work. Hence, I was able to create a good estate team. My team always stood by me and we were able to conduct many events successfully.

Q. One best thing that happened to you in IRMA.

A. There is not one incident but many that I am able to recall with a great deal of fondness in relation to my stint at IRMA. To mention any one in particular is rather difficult but I do recall a recent achievement that made me really happy. This was when I became involved in the development of new infrastructure. I was full of enthusiasm taking personal interest in finalizing the design for new hostel blocks, the new classroom complex, mess expansion and the like. I enjoyed working with people external to the institute and learnt a lot from them.

Q. Do you have a message for the youngsters?

A. IRMA has a tremendous legacy and a divine mission. My message to the youngsters is that try to maintain it and give good service to students and other members of IRMA's community. It is a great institute and place to work in.

By: Pooja Mannari and

Milan Shukla

Retire with grace

In a country with no social security system in place a retirement plan with adequate benefits is an absolute necessity

There comes a time in life when you need to hang up your hat and put up your feet. But in order to retire healthy and happy you are well advised to have a retirement plan in place. It is a good idea to start planning when rationality is predominant- maybe when you are in your 40s. In a nation that has no social security arrangement planned retirement is an absolute necessity.

I present a checklist of items that you need to care about in the space below:

Money

Now this *is* important, like it or not. If you have been maintaining your accounts on a regular basis you would know about your average discretionary and non-discretionary expenses. The amount of money you have when you retire and how you manage it during retirement is something you need to consider carefully.

Assuming that most of your savings are either in bonds or equities, it would be

These days most people suffer from chronic illnesses as opposed to acute ailments. Chronic illness means higher expenses. Besides, health-related costs are known to soar well above the overall inflation figure. You need to factor in not just the money but also who will be there by your side when ill health strikes.

prudent not to spend more than one percent of your corpus on a monthly basis. While one percent is, undoubtedly, higher than what your investments are likely to earn I suggest that you do not expend your energy worrying about it. At this stage, I am assuming that your retirement corpus is 120 times your average monthly discretionary and non-discretionary spends.

But it isn't all about money, honey.

Health care

Most people neglect this important aspect of their lives till it is, unfortunately, too late. You would do well to plan for the worst case scenario, which is: living really long but not with the best of health. Remember, affluent guys do live longer. These days most people suffer from chronic illnesses as opposed to acute ailments. Chronic illness means higher expenses. Besides, health-related costs are known to soar well above the overall inflation figure. You need to factor in not just the money but also who will be there by your side when ill health strikes. To put it simply: health insurance is an absolute must. Now, if only there were a plethora of insurance policies to pick from as is the case in developed countries, most of us would stand to benefit. Such not being the case, you are best advised to pick what best suits your needs.

House

Decide in advance where you would like to live. Also, provide for maintenance of the property, the salaries of helping hands, and arrangement of transportation. Do not rule out the option of living in an old age home. Let us not forget that one does not remain young and fit for the rest of one's life. It is actually a great idea to stay in an old age home with professionals to take care of your age-related problems, especially health care. You are best advised to seek homes that hold community-based programs that include things like wellness counseling and security besides acting as preventives against dire loneliness. Plan ahead and move into one while you are still fit. Preferably, choose a place where friends and relatives can visit you.



Engagement

Plan how you will spend your time. When you wake up in the morning, it must be with a purpose. You might like to set up small goals that leave you with a feeling of fulfillment at the end of the day. This is an excellent time to pursue your hobbies and interests including reading, gardening, or simply listening to your favourite songs.

Children

Communicate your financial plans to your children. God forbid that you

You might like to set up small goals that leave you with a feeling of fulfillment at the end of the day. This is an excellent time to pursue your hobbies and interests including reading, gardening, or simply listening to your favourite songs.

may have to support adult children. I suggest that you do not compromise your security by spending all your earnings on them. Fund your retirement account irrespective of the needs of your dependents. This may sound

harsh but your children need to know that acquiring money from parents cannot be a recurring phenomenon. Your children also need to realize the importance of their own retirement funding. It is, hence, advisable to discuss

your will with your children. Inheriting property and proceeds of life insurance should be good enough as far as taking care of their needs is concerned.

Proper retirement planning will lead to a healthier and happier retirement. Lack of planning will keep you up at night. The choice is yours.

*By: Jyoti Prakash (PRM 5)
Head of Equity,
Aegon Life Insurance*

Beating all odds

Krishna Thiruvengadam or KT, as he is popularly known, has carved a an entirely different niche for himself



Not being good at academics and getting bullied at school can tax anyone's self-confidence. Add to that a prominent dark patch of pigmentation

across the right eye and an occasional stutter. Plus, throw in great precedents like a business owner father, an IAS mother, and a sister with a well set career in the civil services. The recipe has enough ingredients to cook the broth of failure, right? Wrong. Young Krishna Thiruvengadam, all of twenty-four, is as much an inspiration as an inspirer.

This Chennai-born Mechanical Engineering (SRM University) graduate, known as KT to his friends, had always been fired to tread the unbeaten path. While in college he did an internship with National Innovation Foundation (NIF) in its R&D wing. "The internship was aimed at developing grassroots innovations and preparing them for manufacturing," he recalls. Inundated with innovative ideas submitted by children from across the country as entries to IGNITE National Innovation Awards he came to realize the extent to which children are capable of resolving complex issues with simple solutions

being divested of mental conditioning and unnecessary baggage.

Upon graduating KT was awarded the State Bank of India's prestigious Youth for India (YFI) fellowship, a remarkable achievement given the latter's less than two percent acceptance rate. The fellowship set him on the path to becoming a change-maker in rural India. "Of course, that meant forgoing the dream job I had landed in Holland in a design firm," he smiles.

His family, predictably, was a little loath to let him tread a path so unknown and risky. But his persistence paid off as his project started showing signs of success and earned publicity in newspapers and magazines. His parents were now convinced that he was doing some good work. "My friends remained a constant source of support, next to my family, through my social service trajectory filled with highs and lows," he recalls with a grateful sigh.

Fresh from his NIF experience he was inspired to float his d-Hive Rural Design Studio in Lobhi, a Gond dominated village in the Tumsar taluka

While in college he did an internship with National Innovation Foundation (NIF) in its R&D wing. "The internship was aimed at developing grassroots innovations and preparing them for manufacturing," he recalls.

of Bhandara district in Maharashtra. The objective was to enable rural children and the youth to generate ideas (*à la* NIF) while designing solutions tailored to their local issues.

The results, needless to say, have been inspiring. Included among several innovations are a hybrid smokeless *chulha*, a fire wood carrier and a pedal-powered washing machine, with many more in the pipeline. The air in this hitherto sleepy village is buzzing with optimism and energy. Evidence exists with attendance having soared at the ZP School in Lobhi.

So, what's next?

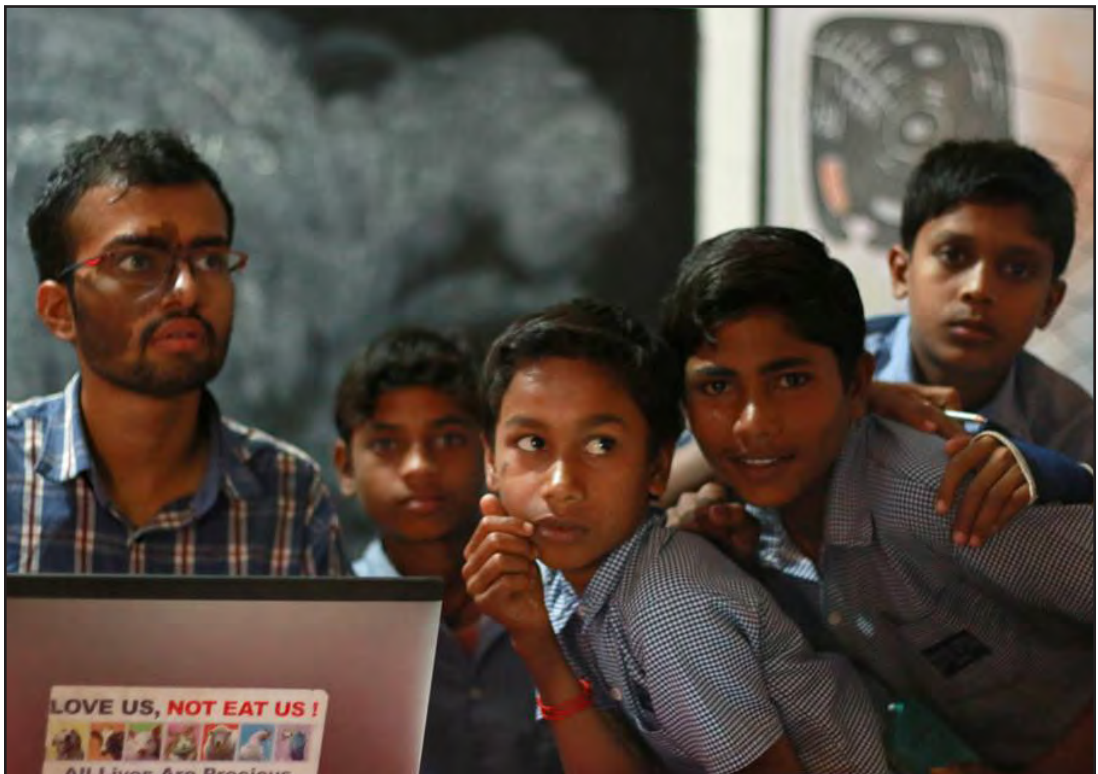
Taking one step at a time KT is now looking to pursuing a Masters degree abroad in the area of product design to develop products and enrich the lives of the underprivileged. His dream is

to become a social entrepreneur who, in his words, "designs solutions for social impact as opposed to serving a consumerist society..."

His d-Hive Rural Design Studio in Lobhi has inspired quite a few takers. Already, one school in Nagapattinam, a few schools in Chennai, and officials of Jawhar block (in the Nashik district of Maharashtra) have expressed interest in his project.

Deeply motivated KT now wants to replicate the model country-wide. It is a bold idea alright. But then, haven't all bold and "mad" ideas initiated in the head of some maverick?

*By: Meher Gadekar (PRM 6)
Director, Social Audit Unit of the
Government of Chhattisgarh*



ऋतुराज

The king of all seasons

ऋतुराज

कोयल की पुकार में
 वो गीत सुन लिया,
 चुपके से मन में
 एक स्वप्न बुन लिया ।

फूलों के रंग से
 आशाएं रंग लीं,
 ना जाने मैंने
 क्या काम चुन लिया ।

अधखिली कलियों को
 हरजाइ मौरों का,
 आवारा साथ
 अब मिलने लगा ।

मुरझाया मन भी
 बसंत-बहार में,
 पुष्प की भांति
 अब खिलने लगा ।

शीतल पवन की
 कोमल चुमन,
 जैसे मावों से
 स्पन्दन का कोई मिलन ।

फ़ाग की दहलीज़ पर
 ला कर मुझे,
 ऋतुराज ने मेरे
 मन को छू लिया ।

परेश ज. भट्ट

The prankish sparkle

In the koel's ditty
 I hear a song
 In the mindscape
 Do dreams throng.

Hopes I weave
 With flowers' hues
 It makes me wonder
 What did I do?

Half-opened buds
 Now have a relationship
 Thanks to tramp bees
 Offering companionship.

My spirits were sagging
 In this spring
 Yet the season's blooms
 Do cheer bring.

The sweet sting
 Of the spring
 As if emotions
 With a pulse meeting.

The King of Seasons
 Touches my heart
 By getting me to
 The threshold of vernal's start.

(Translated by Indrani Talukdar)

Love, loss, and tribulation

The play Kuch Ishq Kiya, Kuch Kaam Kiya flowing from the creative pens of our talented participants sets out to capture rural life



Life throws up many surprises. That is what young Vaibhav (played by Vaibhav Kahate) realizes when he runs into old flame Sonam or Guddi (Jyoti Sharma) during his Village Field Segment...

The play, *Kuch Ishq Kiya, Kuch Kaam Kiya*, rolling out of the creative pens of budding IRMAN playwrights, Animesh Sharma and Vaibhav Kahate, was staged under the aegis of the institute's highly active theatre group Natya Manch (INAM) during Milaap 2017.

It takes the audience barely five minutes to discern the genesis of the creative venture. The month-and-a-half long Village Field Segment (VFS), a rite of passage that every IRMAN is familiar with, comes with its own set of challenges. And that is not all. The audience soon begins to empathise with

the plight of PRM participants soaking up "rural" experiences during their village stay. Their various motivations, tribulations, and hopes are also part of the package that exposes them to raw and barefaced rural realities, sometimes to hilarious effect.

For instance, Shreyas (Ajitesh Shukla) is shot a question – for which he is unprepared – by the female protagonist of the host family, "Are you married?" When he answers in the negative she replies in coarse Rajasthani, "Oh good! Nor is our daughter, Nimmo." Little does she realize that young Shreyas is more worried about his grades and getting ahead in life as opposed to settling down in the bliss of matrimony. Somewhere a horse neighs in the background, heightening the bucolic effect.

For Vineet (Vivek Sagar), on the other hand, the village stay is a way of getting to know villagers, the life and pace of a typical Rajasthani village, and its general ambience. He is the one clearly relishing the village stay with all its quirks and idiosyncrasies.

The real tribulation is faced by Vaibhav who, on meeting his childhood sweetheart Sonam, is filled with emotional turmoil. For Sonam alias Guddi, the trauma is just as troubling; the tray falls from her hands as she sees Vaibhav in her in-laws' house. While his internal journey is a gut-wrenching one he still manages to raise laughs by asking his friends if life ever gives one a second chance. And if it does, should one take it. His friends reply, "One should keep trying," oblivious to his torment. Vaibhav's dilemma lies in tossing the question between contacting his lost love and apprising his friends of his feelings. In the midst of it all is the hilarity associated with the customs of the village. For instance, when Shreyas asks his host how marriages take place in the village he is told that the bride's

"One should keep trying," oblivious to his torment. Vaibhav's dilemma lies in tossing the question between contacting his lost love and apprising his friends of his feelings.

family comes visiting for a day and stays over at the groom's house. In some cases, the family members are also made to sleep in the fields! Not to be missed is the lowdown on how errant lovers are treated in the village. The look of horror crossing Vaibhav's expressive countenance is a study.

The experiences of the three protagonists in the village, their interactions with the villagers and host Bhagaji played with aplomb by Arpan Bajpeyi set the tone of the play. The shift towards Vaibhav and his mental anguish, his confronting Sonam and dealing with his unexpected reunion is subtle and forms the crux of the theme. The dialogues are fast-paced and witty while the script crackles with grainy Rajasthani humour. Through the hilarious send up, however, the audience comes to grips with the challenges our young participants face while coping with the realities of village life.



Besides Vaibhav Kahate, Vivek Sagar, and Ajitesh Shukla, who played the main protagonists the other characters like Kaki (Binni Patel), Nimma (Geetanjali Jadhav) and villagers including Tulsiramji (Vaibhav Tiwari), Bhupendarji

(Anil Kumar), and Keshulalji (Niraj Garg) rendered *Kuch Ishq Kiya, Kuch Kam Kiya* watch worthy through their performances. Staged at the height of the alumni event Milaap, making alumni nostalgic no doubt, the play was directed by Animesh Sharma and Niraj Garg of PRM 37. In their words,

“The play was an attempt to take the alumni on a walk down memory lane... This play is a tribute to friendship, love and life at IRMA.”

We can only say “Amen” to that.

*By: Animesh Sharma
(PRM 37) and Indrani Talukdar*

5th IRMA School on Impact Evaluation

June 12-17, 2017

Programme Co-ordinator: Prof. Vivek Pandey (vivek@irma.ac.in)

Programme Description

Development programmes, CSR initiatives and policies are typically designed to change outcomes and induce social impacts, for instance, raise incomes, empower women, improve learning, or reduce illness. Whether or not these changes are actually achieved, is a crucial indicator of programme effectiveness, but one that has not been often examined with scientific rigor. It is essential to recognize that a robust evaluation can trigger course corrections and positively influence programme design for future interventions. This programme has been designed for academics, funding agencies, consultants and development organizations, CSR and philanthropic foundations, policy makers and analysts.

Objectives

The fundamental challenge of programme evaluation is to establish a causal link between interventions and outcomes. Therefore, this programme has twofold objectives:

- Introduce participants to several experimental and quasi-experimental techniques as well as qualitative methodologies
- Develop their research and consulting skills while using these methods

Programme Fee

This is a very cost effective programme as the total investment per person is INR 24,150. This amount is inclusive of 15% service tax (current rate), as well as boarding and lodging in student's hostel (Non-AC), tuition fee, reading material, stationery, etc. Participants can also avail AC accommodation at an additional charge of INR 1500 per day (inclusive of 15% service tax).

Resource Persons

Prof. Vivek Pandey (Economics) IRMA (Ph.D. Michigan State University, USA)

Prof. Shyam Singh (Social Policy) IRMA (Ph.D. ISEC, Bangalore)

Prof. Pratik Modi (Marketing) IRMA (Ph.D. IRMA, Gujarat)

Deadline for Confirmation of Participation: June 5, 2017

For more details contact

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Phrasal painting from God's own country



Set in the north Malabar region of Kerala *The House of Oracles* by Chandini Santosh is like a painting come alive through words. This is not surprising given the author's unprompted propensity with the brush. The charcoal drawn cover design itself is a tribute to the author's versatility.

The opening paragraph is "painted" superbly with words. Witness this:

"The Oracle comes down the stairs wrapped in the red dust of hillocks. Beneath the dust, his skin is ebony black. His shoulders glisten in the

fading sun, his ribs are outlined against his chest and his feet grow down from the loincloth..."

The reader learns about the centuries' old shrine in Manikoth House that cannot be opened as its key has been lost. The treasure it housed, too, has been rendered inaccessible. Social mores, rituals, and caste discrimination are some of the highlights of the novel with strong female characters including the fiery Panchali, a lower caste woman, who begins the narrative in the first chapter saying she was "thirteen when my grandmother stumbled upon the Manikoth House..."

Caste divides bubble up to the surface now and again. The House of Oracles is some distance away from the thatched houses of the lower caste people. Much of the language is symbolic in intent, including the lost treasure or, rather, the key to it. As Nanda, Panchali's daughter, says, "Everyone has to find their own key to the treasure; everyone's treasures are different..."

The modern generation brings to this tradition bound milieu a fresh start. Some of it is not too welcome as the men of the house desist from taking the family business forward preferring to live on the fat of the land, so to speak.

A tragic death propels part of the family from the sylvan environs of Malabar to teeming, bustling, and pollution choked Delhi. Yet there is dignity even in tragedy. Witness this: "The train speeds like a bullet into the night through

the industrial township of Faridabad. The two sit in the same pose till the racking in Venu's shoulders subsides, till the rhythm of the train and the grief settles down..." Such sophistication in language even while describing an event as grim as death.

The women of the family bear their losses, even disrespect, with poise. Yamuna, one of the daughters-in-law, for instance, is made to repair to the old outhouse, "a cottage at the edge of the stream" when she is menstruating. It is a ritual she takes in her stride and with dignity that nobody can challenge.

The dissenting voice is that of Nanda's who, having moved with her family in Delhi meets a Bengali boy, falls in love and gets married in the face of firmly rooted traditions.

The stereotype all south Indians in the rest of the country face is skillfully

conveyed through dialogue. Witness the exchange when Nanda meets her classmates for the first time:

' "Hi, I'm Sadhna," she pipes up in her bright voice. "Nanvani," she adds as an afterthought. "Are you a Bengali?"

"No," replies Nanda crisply. "Malayali".

"Achha. Madarasi."

"No, Malayali," Nanda repeats fiercely this time. "Keralite"

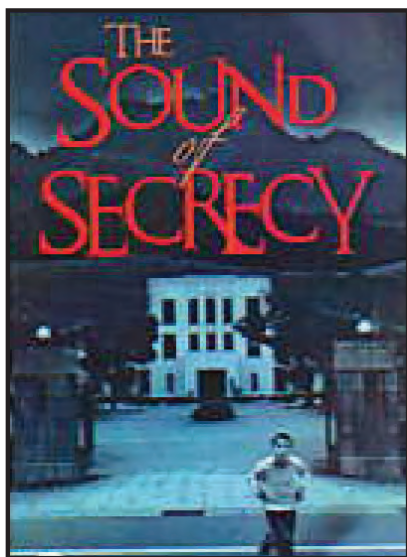
"Achha. Kerala." Amused eyes turn to Nanda and the girls titter around at the exchange of words.

"Mallu yaar..." '

The House Oracles, published by Sparrow is available both online and in bookstores. And, need one add: it is a MUST read.

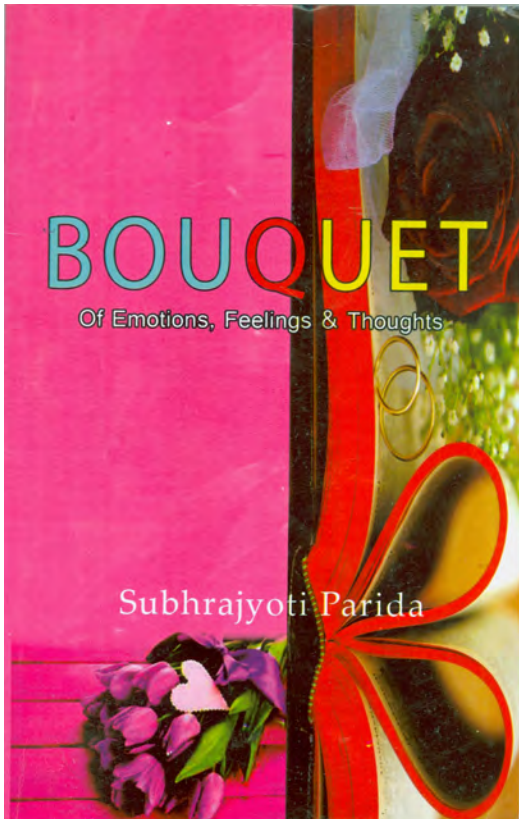
By: Palabra Critica

Literary feather on IRMA cap



Besides excelling in the academic sphere IRMA also boasts of literary talent. A mystery novel penned by our Editor, Indrani Talukdar, published by LiFi Publishers (New Delhi) "**The Sound of Secrecy**" was selected by the National Book Trust (NBT) to be exhibited at the London Book Fair on March 14-March 16, 2017, under the 'Indian Books' section. NBT listed the novel in their catalogue specifically published for the book fair.

Elegy in a filial wreath



Gone with the winds are my dreams,
So vivid and colourful.

Now air is filled with cries and my
screams, That is so depressing and
painful...

In a slim volume of 40 odd poems,
an Odisha-based poet dedicates his
Bouquet of Emotions, Feelings, and
Thoughts to his mother who lost her
battle with cancer last year. The book
is an anthology of the poet's various
jottings over time. It opens with a
tribute to his mother for whom he
writes:

"I cherish you in my memories,
As I live every moment of my life.
You are the one Mummy, only you are.
Nurturer and nectar of my life..."
The cry of anguish does not simply
stop here. In a short poem entitled
War he writes:

"Horror and terror of war,
Has kept the peace so far..."

Outpourings of a son's love for his
mother find expression in many ways
including such personal elements as hair.
The reader is able to empathize with his
concern over hair loss, a conspicuously
visible fallout of chemotherapy, when
he writes:

"In my fight with certain death,
Hair will give way sooner or later.
But life shall stand with all the strength,
Promising me the hair, beautiful than
ever..."

Subhrajyoti Parida's lines are simple
yet heart-touching as well as thought
evoking. His slim volume covers almost
every aspect of life, right from War to
Nature to... lollipops!

The book cover by Simson Biswal looks
pretty inviting. One only wishes that
the publishers had recruited competent
editors to take care of simple spelling
errors.

By: Palabra Critica

Blind man's bluff

Begging is both an art and a profession, as some adolescents found out...



The tea vendor in Dehradun's Paltan Bazaar thanked me thrice in his tinny voice as I dropped a five-rupee coin on his grazed palm. The face looked vaguely familiar. "Doesn't he remind you of Lakkhu, Lakkhu the beggar?" asked my cousin ignoring her five-year-old's tantrums as she pitched her voice high against the eddying traffic around us. The Clock Tower, the town's enduring icon, freshly painted after the monsoons, seemed to bear down on the rushing populace.

How could one ever forget Lakkhu, especially his high-pitched ditty, his

bedraggled hairstyle, and his hulking gait? And he had such a unique way of calling out to his patrons too. "Good sirs, pretty madams, this is your chance of redeeming your karma. Won't you drop a couple of four annas into this blind man's bowl? Please sirs, madams, don't forget to oblige a blind man!" He would carol in a silly high-pitched note and gaze at passersby with his sightless eyes shielded by goggles as thick as culomnibus clouds. Sometimes he would weep nasally, tears rolling down his pinched cheeks, which set his large ears wagging for some reason.

We would often find him sitting under the peepul tree next to my school in the afternoon after recess and after school hours.

A crouching pathetic figure he would block the entrance gates collecting his booty from exasperated parents who would tire of his whining sooner than the security guards appeared to personally escort him out of the premises. Scorn and derision appeared to vaporize off his swarthy skeletal back.

Where did he go during the evenings, I had enquired of my neighbour Alok, who now runs a school for the deaf and dumb.

“Odeon”, he replied. “We usually see him at the Odeon Cinema, first day first show.” First day, first show. A popular catchphrase with the youngsters those days.

The sole cinema hall in town to feature English films Odeon had become a trendy conclave for the English-speaking elite in town, which included the English-speaking school-goers. Alok and his friends would watch all the English blockbusters there, sometimes at great personal pain and sacrifice. For *Saturday Night Fever* the tickets had been bought well in advance and college skipped with prior consultation and planning. Disappointed crowds turned away protesting in a crescendo from the ticket windows had been soundly

thrashed by the police. Even those who’d managed to buy tickets came under the hail of blows. One of Alok’s friends had been quick to brandish his press identity card to a heavily moustachioed firebrand constable who, stopping in his tracks as though hit by a boulder, had led the pack to safety inside the hall with a stern warning.

The Odeon cinema, which had been built by the British, was run by a fat Punjabi businessman who’d bought it from its original British owner. His equally fat Punjabi wife, everybody said, reeked of pickles and ghee-soaked parathas. The couple didn’t speak a word of English. Nonetheless, the cinema owned by them stood out as a symbol of elitism and snobbery. To be seen at the Odeon was having arrived in society. And if you had public school breeding and were able to flaunt a Doon Club membership card at the same time, you could turn up your nose at almost anything and get away with it. For a short while, the elitist Doon Club had begun admitting single women professionals including widows and divorcees. But these new members weren’t allowed to bring in guests like the regular members of the club. Nor were they allowed to take advantage of affiliated clubs in other cities. The clause gave rise to a few rumbles in the little valley town. Some elites, already members of the club and mostly males, objected that “the

Some elites, already members of the club and mostly males, objected that “the presence of single attractive ladies” would ruin the club’s “healthy, family-like atmosphere”. The young female section of the town objected rather vociferously to the club’s “ridiculous rules” stipulating that single women affirm their single status even in a distinct social milieu.

presence of single attractive ladies" would ruin the club's "healthy, family-like atmosphere". The young female section of the town objected rather vociferously to the club's "ridiculous rules" stipulating that single women affirm their single status even in a distinct social milieu. Then there were some arrivistes who – sensing a quick social climbing opportunity – lost no time jumping on to the pseudo elitist bandwagon.

But none of this was bothering the younger generation that was more preoccupied with immediate goings-on, which included Lakkhu and his antics, not to mention the English blockbusters screened at the Odeon.

A *chat-cum-tea* vendor, with great wisdom and foresight, had set up his stall outside the cinema hall. His business flourished so that in later years he was able to build a swanky café in the heart of town. His chief clientele included the moviegoers, especially students who would be served tea and samosas at delectable concessions. Within a couple of years he was able to hire a team of workers who would serve the snacks and beverages inside the hall. But all that wasn't to happen till later.

Not far from the stall, in the shade, sat Lakkhu the blind bedraggled beggar who didn't have to exert any real effort in his trade. His earnings, concomitant

with the movie's popularity, would range from ten annas to ten rupees. Alok and his friends would be generous with their donations.

The blind man, everybody knew, had lost his sight trying to save his family in a fire in his home in Malihabad in east UP. The fire had razed his home to the ground and claimed his wife and three children. His farm too had been destroyed. Lakkhu would sob uncontrollably while telling his story. Tears would fall from behind enormous dark glasses covering his unsighted eyes. He had been brought by his cousin to our hill town in search of work, which

had eluded him so far due to his handicap. His cousin, too, had abandoned him. His story, whenever anyone cared to listen, would fetch him a windfall.

As for Alok and his friends, they couldn't do enough for Lakkhu. They would buy him food whenever possible and become the recipients of effusive blessings. "May you get whatever you want in this life good sirs... may you never want for anything... may you get a good government job, and may you have lots of children..." Bored of the litany, the young pack would quickly make itself scarce. What the blind couldn't see couldn't hurt them. The pitiable dishevelled figure in pyjamas of indeterminate colour would be seen whimpering to the winds till long

After its last screening of the *Saturday Night Fever* the Odeon had closed down for renovations. It re-opened some three weeks later with a screening of *Love Story* to which the English-speaking populace rushed with frenzied vim. The trailer of a forthcoming movie - *Enter the Dragon* - was featured for once.

The fast thickening crowd was glaring menacingly at Lakkhu. "Let's beat the stuffing out of this fraud!" a tall man was growling rolling up his sleeves. A thickset woman with grey hair and sharp grey eyes shrieked in perfect English, "Call the police, someone. The rascal has been robbing the public blind," unmindful of the pun.

afterwards.

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Alok's pack had tried thrice to get the tickets without success. With two days left to go he was getting rather desperate. On the last but final day I heard him saying that he would buy the tickets in black if the need arose.

Leaving early for the afternoon weekend show the pack cycled down to the cinema where it first approached the ticket-seller at the counter who politely informed them that the tickets had been sold out. He put up a board proclaiming HOUSE FULL as if to make his point. Unsure of what to do next, their first brush with criminality making them nervous, the three friends tentatively approached a bearded man with shifty eyes wearing a red T-shirt who pointed

towards the stall. They stared, rubbed their eyes hard and then stared again. The blind beggar, hobbling in his worn white dhoti, was shouting at the top of his voice, "Balcony tickets for fifty! Any takers?"

A puny adolescent was pushing crisp currency notes into Lakkhu's charred palms.

"What's this?" The calloused hands pushed the thick goggles towards the back of the head. "Hey, you've handed me twenty. The ticket costs fifty rupees!"

"I thought you couldn't see, you swine!" The puny adolescent displayed surprising strength as he pushed Lakkhu to the wall next to the *chat* vendor's stall.

The fast thickening crowd was glaring menacingly at Lakkhu. "Let's beat the stuffing out of this fraud!" a tall man was growling rolling up his sleeves. A thickset woman with grey hair and sharp grey eyes shrieked in perfect English, "Call the police, someone. The rascal has been robbing the public blind," unmindful of the pun.

The tall man with the rolled-up sleeves advanced towards Lakkhu who hastily gathered his earnings in a little sack and whimpered, "Don't beat me sir!"

It didn't sound like Lakkhu's voice at all, noted Alok and his pack with some relief. "I am simply standing in for the real Lakkhu. He's inside the hall watching the English movie ..."

By: Indrani Talukdar

Placements 2017



IRMA placements occurred during February 6-11, 2017. In keeping with its 100 percent placement record, the current batch of 169 students were placed in just three days' time. For the first time, the average salary crossed the Re. 10 lakh figure. The average salary of the current batch stands at Rs. 10.22 lakhs per annum, and the median stands at Rs. 8.40 lakhs per annum. The maximum salary for the batch is Rs. 46.50 lakhs and the minimum salary offered is 4.5 lakhs. The average salary offered by the development sector organizations (NGOs, Cooperatives and Government Development Agencies) stands at 9.37 lakhs and that for the corporate sector is 10.57 lakhs per annum. Prof. Pratik Modi coordinated the placements activities this year.

This year's placements experienced a decrease in the number of overall job offers received compared to the last year. We received 220 job offers from 92 recruiters for the batch. This year

21 students received Pre-Placement Offers (PPOs) from various organizations. The Gujarat Co-operative Milk Marketing Federation (GCMMF) is the single largest recruiter this year, as it was the last year as well. It recruited 19 candidates from IRMA. Cooperatives/Producers Collectives as a sector recruited a total of 28 candidates. The second largest recruiter this year is Bihar Rural Livelihood Promotion (BRLPS) with 11 selections. This is followed by Pidilite Industries Ltd. (Rurban Division) and ICICI-Lombard General Insurance Co. Ltd. (Govt. Business Group), taking 9 and 8 students respectively.

A total of 22 students took up offers made by Non-Government Development Organizations and Government Development Organizations. Non-Government Development Organizations such as SRIJAN, Women Weave Charitable Trust, Gujarat State Women's Sewa Co-operative Federation, IndusTree Crafts Foundation, RISE India Trust, and Naandi Community Water Services recruited through the campus placements. From the Government Development Agencies, UNICEF, Rajasthan Grameen Ajeevika Parishad, and Bihar Rural Livelihood Promotion Society (BRLPS) recruited from the campus this year. UNICEF came for the first time to the campus recruitment and made offers to five students.

IRMA holds fifth Dr. Verghese Kurien Memorial Lecture



IRMA organized its fifth Dr. Verghese Kurien Memorial Lecture on November 25, 2016 in memory of its iconic founder. The memorial lecture was delivered by Brookings India Chairman and Senior Fellow (Brookings Institution) Shri Vikram Singh Mehta on “Attaining Energy Security for Rural India”.

While welcoming the gathering, Dr. RC Natarajan, Director of IRMA said, “Dr. Verghese Kurien memorial lectures are

conducted annually in commemoration of the exemplary work done by him and is generally held on his birth anniversary...” He recalled Dr. Kurien’s contribution to Rural Development and termed him as a phenomenon.

Shri Mehta, reiterating the late IRMA founder’s role as a visionary, said that Dr. Kurien was a man who “effected change when others gave up.”

Speaking on energy security Shri Mehta said that a careful definition was warranted for the term as most people took it to mean “being energy dependent” whereas the connotation was far wider with elements like reliability, affordability, sustainability, and empowerment playing a crucial role.

“It is all about access,” he affirmed saying that supplies needed to be secure, reliable, and of the right quality. “You need energy at the right time and of right quality. Besides, the supplies also need to be sustainable,” he said.

Expressing concern over climate change and environmental degradation the Chief Guest touched upon issues involving energy that was both clean and sustainable. Energy security in the context of the rural population, according to Shri Mehta was all about “Access to reliable, affordable, secure, and clean energy through institutional structures that enable the rural population to control its allocation, distribution, and usage.”

The energy situation confronting India today is alarming one, warned Shri Mehta, with demand outstripping supply. Citing three reasons for the current energy crisis he quoted, “Population, prosperity, and policy.” About population he said, “Our per capita consumption of energy is 27 percent of the average of the world, it is 41 percent of the average of China, and six percent of that of the United States.” This, obviously, translates to higher rates of energy consumption.

Speaking about prosperity as the second reason for the current crisis, Shri Mehta attributed it to aspirations of the present generation. “Our economy has quintupled

over the last 20 years, with a GDP in excess of \$ 4 trillion... our economy has moved from a low intensive trajectory to a high intensive one,” he said.

As regards policy he said that “our current economic policy encourages manufacturing “over agriculture. As a consequence of the current economic climate, “We are now embarked on a trajectory that is relatively energy intensive,” he said.

Awesome twosome

Participants of PRM 37, Neha Chhajer and Kuhelika Ghosh, placed a feather on IRMA’s proverbial cap when they won second prize at the Indian Institute of Forest Management (IIFM), Bhopal. The occasion was a festival known as ‘Coalescence’ and the event ‘Yogakshema – The CSR Model Competition’, organized on November 13, 2016. Thrown open to college students of all stripes, including engineering and MBA students, the participant teams were required to submit a full-length paper and power point presentation on an implementable CSR model that was entirely original. The budget outlay of the model was restricted to Rs. 1 crore.



“We decided to create a model that would lead to the resolution of power generation problems of villagers with the help of solar energy,” says Neha. This was easier said than done as she and her partner Kuhelika happened to be in a village that had no internet facilities. “Getting information on solar companies and learning about the prices of various solar components was difficult,” she affirms.

“But we managed by travelling to a village nearby known as Ambagarh Chauk, which has two internet cafes with one PC each for internet surfing purposes,” she smiles. The journey was quite arduous as Ambagarh Chauk was 15 kms away. Walking two kilometers every day “we would have to start at 7 am to catch the bus that would take us on a 13 kilometre stretch” recall the participants. After jotting down the information solar companies would be contacted over the phone.

The rest, as they say, is history.

“It was a roller coaster ride alright but we had fun!” beam the winning twosome.

The inspiration for this model was provided by a Village Fieldwork Segment (VFS) in one of the villages of Chhattisgarh. “It was there we came across a solar powered water pump,” recalls Neha who elaborates, “The villagers told us how difficult it had been for them to access water prior to the pump’s installation.”

Seeing the benefits of green technology first hand sowed the genesis of a winning CSR model. Way to go girls!

National Conference on Farmer Producer Organisations (FPOs)

IRMA's Verghese Kurien Centre of Excellence (VKCOE) hosted a National Conference on Farmer Producer Organizations (FPOs) on February 2-3, 2017 partnering with Samaj Pragati Sahyog (SPS). The conference had 60 participants representing a rich mix of managers, staff, and promoters of FPOs. Academics interested in producer collectives and their managerial challenges and promoters



along with donors of FPOs and some representatives of financial institutions were also present at the conference. There were ten sessions in all covering topics like contemporary challenges of FPOs, managing the FPO ecosystem, and issues regarding managing new generation collectives. A separate session for rural management students on 'challenges and opportunities in managing producer collectives' was held at the auditorium on February 2, 2017.

Dr. Mangala Subramaniam named YWCA Woman of Distinction



Dr. Mangala Subramaniam, an ex-IRMAN, has been honoured with the Certificate of YWCA Woman of the year. An associate professor of sociology at Purdue University Dr. Subramaniam hails from the 1981-1983 PRM batch.

Speaking during the 43rd annual YWCA Salute to Women dinner at West Lafayette on March Dr. Subramaniam said, ""I may not be able to

do everything for everyone, but [I ask myself], 'What is that small thing that I can contribute to changing people's lives?'"

Dr. Subramaniam teaches while doing her own research and analysis on topics like law, violence against women, and HIV prevention. She has now published three books and more than 30 articles addressing gender issues.

"A lot of it (my work) also has policy implications for not just national governments but also for international agencies," she said. "(For) organizations where they invest money in, what they choose to pursue."

Subramaniam comes from a privileged background but recognizes the disadvantages faced by others. She said recognizing a problem is only the first part of creating change.

IRMA alumnus becomes Amnesty International's new Regional Director

Biraj Patnaik, from PRM 1994-96, is all set to join Amnesty International as its Regional Director for South Asia. The appointment is deemed significant as it

serves to highlight the organization's commitment to the world's most populous region, moving closer to the ground where human rights' abuses are taking place in order to challenge them more effectively.

According to Minar Pimple, Amnesty International's Senior Director of Global Operations, "Biraj Patnaik is a prominent campaigner with more than two decades' experience in the region...we are delighted that he will be deepening our commitment to the region and leading our human rights' work there."

Patnaik joins Amnesty International from the Office of the Supreme Court Commissioners on the Right to Food in India, where he served as the Principal Advisor. For the last ten years, he has played a leading role in campaigning and advocacy efforts for the landmark National Food Security Act in India.

IRMA at Livelihoods Asia 2016

IRMA was a technical partner to Livelihoods Asia 2016 held in Delhi on December 7-8, 2016. A panel discussion on "Rethinking Cooperation" was curated by IRMA with T. Nandakumar (Chairman, IRMA), Balu Iyer (Regional Director, ICA- AP), Arindom Gupta (Rabobank), Smita Premchander (Sampark), and Pravesh Sharma (Sabziwala) as speakers. Prof C. Shambu Prasad, Coordinator Verghese Kurien Centre of Excellence (VKCOE), was moderator of the event.



IRMA was also involved in the selection of winners of the Sitaramarao Case Study competition on the theme "Innovation in Sustainable Agriculture".

National Seminar on "Scaling Financial Inclusion: The Promise of Digital"



IRMA collaborated with Grameen Foundation India and JP Morgan to develop and pilot test a solution to improve the usage of financial services. The research led by IRMA in rural Uttar Pradesh and urban NCR attempted to identify the key triggers of dormancy in bank accounts, the economic outcomes of financial inclusion, and the current penetration of digital financial services. Results of the research were disseminated during a national

seminar on 'Scaling Financial Inclusion: The Promise of Digital' in New Delhi on October 18, 2016.

The keynote address was delivered by Shri Amarjeet Sinha, Secretary, Rural Development, MoRD. The research findings were presented by Prof. Hari K. Nagarajan, IRMA's RBI Chair and Prof. Jeemol Unni.

FACULTY PUBLICATIONS

Journal/Book Chapter

De, Indranil (2017), "Slum Improvement in India: Determinants and Approaches", *Housing Studies*, DOI: 10.1080/02673037.2017.1291915.

Kumar, M (2016), "Contemporary Relevance of Jajmani Relations in Rural India", *Journal of Rural Studies*, 48 (1-10); December. DOI: 10.1016/j.jrurstud.2016.08.008.

Kumar, M (2016), "Social Normativity, Housing and Urbanisation in an Indian City", *Development in Practice*, Vol 26 (6): 794-807.

Kumar, M & S. K. Sarma (2016), "Searching for the Middle Path in Microfinance Delivery", *Social Change* 46(4): 512-525.

Misra, H. K., (2017), "Managing User Capabilities in Information Systems Life Cycle : Conceptual Modeling", *International Journal of Information Science and Management*, Vol. 15, No. 1, 39-58.

Prasad C Shambu (2016), "Innovating at the Margins: The System of Rice Intensification in India and Transformative Social Innovation", *Ecology and Society* 21(4):7. <http://dx.doi.org/10.5751/ES-08718-210407>

Singh, Pramod K and Chudasma H (2017), "Pathways for Drought Resilient Livelihoods Based on People's Perception", *Climatic Change*, 140:179–193 doi: 10.1007/s10584-016-1817-8. IF 3.344, H-index 130.

Seminars/Conferences/Workshops/Research Paper

Prof. Girish Agrawal presented a paper "Inclusive Growth and Cooperative Governance- Challenges and possible directions" in 11th ICA Asia Pacific Regional Cooperative Research Conference, Hotel Ashoka, New Delhi, November 15.

Prof. Harekrishna Misra and Santosh Kumar Dash presented a paper "How Governable is Financial Inclusion in India: An Exploratory Study on Readiness in the Context of E-Governance", International Conference on ICT for Human Development (INTESDA), Fukuoka, Japan, November 3-5, 2016.

Prof. M.V. Durga Prasad & Soumi Chatterjee presented a research paper "A Study of Agri-Tourism Practices and its Potential In India" in 3rd International conference on agricultural Sciences held at Sri Lanka from December 8-9, 2016.

Prof. M.V. Durga Prasad & Shriprakash Singh Rajput presented a research paper “Supply Chain Study of 8 Agricultural Crops in India’s one of the Most Backward Tribal Region” in 3rd International conference on agricultural Sciences, Sri Lanka, December 8-9, 2016.

Dr. R. K. Das and Prof. Harekrishna Misra, (2017) presented a paper “Digital India, E-Governance and Common People: How Connected are these in Access Layer of Smart Village?”, Tenth International Conference on Theory and Practice of E-Governance (ICEGOV), UNU-GoI, New Delhi, March 7-9, 2017.

Prof. Shambu Prasad C. presented a paper “Research Policies and Whose Knowledge Counts: Broadening policy choices in Agroecology” at the “Thinking with Evidence: Seeking Certainty, Making Truth” 4th LASSNET Law And Social Sciences Research Network Conference, India Habitat Centre, December 10, 2016.

_____ presented a paper “Rethinking The Technology Question in Agriculture; Some Thoughts on Rural Mechanisation and Scale Appropriate choices” at the ‘Revitalising the Rural: Rethinking Rural And Agrarian Policies’ Policy workshop at Indian Institute of Advanced Studies, Shimla, November 23-25, 2016.

_____ organised the Curriculum Development Workshop on “Transforming India Initiative” with ALC India, IRMA, March 20-21st 2017.

_____ organized conference on “Framing Futures: National Conference on FPOs” with SamajPragatiSahyog and Samuha, IRMA, February 2-3, 2017.

Prof. Shambu Prasad, C and Jayanti Kumari presented a paper “Rethinking Cooperatives for Sustainable Development: Insights from Vasudhara Dairy and Dharani Organic cooperatives” at the 11th ICA-AP cooperative research conference, New Delhi. “Cooperatives and Sustainable Development.” http://www.ica-ap.coop/sites/ica-ap.coop/files/Shambu_Prasad__India.PDF

Prof. Shivshanker Singh Patel presented a paper “*Water resource management and conflict resolution on water issue*” in the seminar on *Distinctive approaches to tackling issues around water related disputes and Best practices from Academic/Research perspective*, Water Resource Center, Jal Bhagirathi Foundation, January 09, 2017.

Prof. Shyam Singh presented a paper “Rights Based Approach to Development: Implications to Financial and Governance Capacity of the Indian State in Delivering Social Protection Measures” at 14th Development Dialogue, organized by International Institute of Social Studies, The Hague, Netherlands, November 21-22, 2016.

Other Engagements

Prof. Girish Agrawal was invited for Panel discussion on 'Combating Agrarian Distress' in II Annual conference on 'Rural Livelihood and Sustainability' organized by Axis Bank Foundation in Mumbai, Taj Lands End, December 8, 2016.

_____ was invited as Jury for case study competition of national finals of Business Games organized by ONGC for ONGC officers (12 teams of 4 each) in ONGC, Vadodara, January 03, 2017.

_____ attended Advisory Board Meeting of 'Entrepreneurship Development Project for Tribal Youth of Madhya Pradesh and Gujarat' of Aga Khan Rural Support Program (India), Ahmedabad, November 11, 2016.

_____ attended Governing Board Member meeting of Xavier Institute of Development Studies and Action, Jabalpur, March 31, 2017.

Prof. Harekrishna Misra was Track Chair: Track 10: Smart Cities, Villages and Regions; Tenth International Conference on Theory and Practice of E-Governance (ICEGOV), UNU-GoI, (Co-Chair: Dr. Theresa Pardo, Director, Centre for Technology in Government, University of Albani, USA), New Delhi, March 7-9, 2017.

_____ Joined Technical Programme Committee, The 2016 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM-2016), 4-7 December, 2016, Bali, Indonesia.

_____ Joined Programme Committee, Electronic Governance and Open Society: Challenges in Eurasia (EGOSE 2016), St. Petersburg, Russian Federation, November 22-23, 2016

_____ Joined Programme Committee, Tenth International Conference on Theory and Practice of E-Governance (ICEGOV), UNU-GoI, New Delhi, March 7-9, 2017.

Prof. Indranil De was Expert Speaker, National seminar on "Human Development: Issues and Challenges in India", Organized by G. H. Patel Postgraduate Department of Business Management and Postgraduate Department of Economics, Sardar Patel University, Vallabh Vidyanagar, Gujarat, January 21, 2017.

Prof. M.V. Durga Prasad was invited as a resource person to participate in Global Agri Connect Conference, New Delhi, October 14, 2016.

_____ was invited as a resource person to participate in Action Seminar “Inclusive growth-Agriculture & Rural Economy” at Vibrant Gujarat, January 12, 2017.

_____ was invited as a resource person to deliver guest lecture on “Supply Chain Management” to MBA & M.Sc (OR & SQC) students at Rayalaseema University, Kurnool, January 22-24, 2017.

Prof. Shambu Prasad C curated the panel on “Rethinking Cooperatives” at the Livelihoods Asia Summit, Dec 7-8, 2016 organised by Access Development Services, New Delhi, December 7-8, 2016.

_____ participated as resource person in the “National Round Table on FPOs at NCDC”, New Delhi, March 3, 2017.

_____ participated at the international conference on “Relational Agency Pathways Into and Out of Poverty, during Green Revolutions in South India and Kenya” at MIDS, Chennai, Feb 17-18, 2017 as external advisor to the project of Institute of Development Studies (IDS) and Science Policy Research Unit (SPRU), Sussex, UK.

_____ was invited as jury member for the Green Business Challenge of ICCO at New Delhi on 7 February, 2017.

_____ was invited to present views as an expert to the Parliamentary Standing Committee (Environment and Forests) on Impact of GM crops held at Ahmedabad on January 22 by the Directorate of Agriculture. A note was shared with the committee Chair.

_____ led the team of IRMA faculty (Prof Rakesh Saxena, Durgaprasad and Shyam Singh were other members) to short-list and finalise the Sitaramarao Case Study competition for the Livelihoods Asia Conference, December 2016.

_____ participated as Board Member of the Board Meeting of APMAS, Hyderabad on December 01, 2016.

_____ attended India Yunus Social Business Forum, Mumbai, November 18, 2016.

_____ represented IRMA at the WIPRO Regional Sustainability Summit, October 21-22 at AMA, Ahmedabad. Participated in panel discussion on 22nd on Sustainability in Higher Education.

Projects Completed

“Independent Assessment of Design, Strategies and Impacts of DAY-NRLM”, Team: Prof. Pramod K Singh (Coordinator), Prof. Harekrishna Mishra, Prof HS Shylendra, Prof. Mukul Kumar, Prof. Rakesh Arrawatia, Prof. RM Vikas, Prof. Shambu Prasad and Prof. Vivek Pandey.

Case Research on “Climate Change Adaptation for Sustainable Livelihoods” Team: Prof. Pramod K Singh (Coordinator).

“Institutionalization of Geo-ICT Enabled Micro-Planning for Inclusive Development in India”. Prof. Pramod K Singh (Coordinator).

“Recommendation of Task Force on Poverty”, Planning Commission, Chattisgarh, Team: Prof. Shambu Prasad C (Coordinator)

“Multi-Stakeholder Water Conflict Resolution for Raj Sagar Dam, Pali District (Rajasthan)”.

Team: Prof. Shivshanker Singh Patel

IRMA Seminars

Prof. Mukul Kumar, Associate Professor, Institute of Rural Management, Anand, “The Ubiquity of Culture” on 13 October 2016.

Prof. Girish K Agrawal, Professor, Institute of Rural Management, Anand, “Impediments to provision of ‘common goods’ by cooperatives - some case studies from Iran” on 10 November 2016.

Prof. Saswata Narayan Biswas, Professor, Institute of Rural Management, Anand, “Individual level ethical values as a moderator between Organizational ethics and organizational citizenship behavior” on 17 November 2016.

Dr. S Rajeshwaran, Participant of Fellow Programme in Indian Institute of Management Bangalore, “Rising Milk Price and Opportunities for Enhancing Milk Production in India” on 24 November 2016.

Prof. Indranil De, Assistant Professor, Institute of Rural Management, Anand, “Urban Sanitation and the Myth of Co-production: The Case of Indian Slums” on 15 December 2016.

Mr. Suddhachit Mitra, Participant of Fellow Program in Rural Management, Anand, “Understanding Diffusion of Innovative Products in Subsistence Markets Using the Bass Model (FPRM Thesis Proposal Seminar)” on 18 January 2017.

Prof. Rakesh Saxena, Professor, Institute of Rural Management, Anand, “Ecology, Corruption and Development” on 19 January 2017.

Working Papers

IRMA Working Paper can be downloaded for free from:

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

Madhavi Mehta, "Women Leaders in Agriculture: Lessons from Case Studies", Working Paper No: 282

Girish K Agrawal and Babak Lalfam, "Impediments to Provision of 'Collective Goods' in Cooperatives- Some Case Studies From India And Iran", Working Paper No: 283

MANAGEMENT DEVELOPMENT PROGRAMMES (ON-CAMPUS)

Tital of the Programme	Co-ordinator(s)	Dates
Financial Management and Audit Specialization for Indian Forest Service Officers	Prof. Paresh J Bhatt Prof. Asmita H Vyas Prof. Rakesh Arrawatia	October 3-7, 2016
MDP for Managing Directors and Senior Officers of state Channelizing Agencies (SCAs) of NBCFDC	Prof. Asmita H Vyas	October 6-7, 2016
Contemporary Developments in the field of Finance and Accounting	Prof. Paresh J Bhatt Prof. Asmita H Vyas Prof. Rakesh Arrawatia	November 8-11, 2016
Energy and Waste Management in the Manufacturing Sector	Prof. Hitesh V Bhatt	November 9-11, 2016
Impact Evolution Training Programme	Prof. Vivek Pandey Prof. Shyam Singh	November 17-21, 2016
Finance for Non Finance Executives for NDDDB Officials	Prof. Paresh J Bhatt Prof. Asmita H Vyas Prof. Rakesh Arrawatia	December 5-9, 2016
The Poser of Emotional Intelligence in Action: Development and Application	Prof. Asmita H Vyas	December 8-9, 2016
Reducing the Bull-Whip effect in Distribution channel of Milk-Products	Prof. Pratik Modi	December 10, 2016
Presentation Skills, Public Speaking and Interpersonal Communication	Mr. Vijay Menon	January 4-6, 2017
Monitoring and Evolution of evelopment Programmes	Prof. Vivek Pandey Prof. Shyam Singh	January 16-19, 2017
Financial Control in Non Profit Organizations	Prof. Paresh J Bhatt	January 17-19, 2017
Quality Management for Personal and Organizational Growth	Prof. Hitesh V Bhatt	January 23-25, 2017

Effective Selling Skills	Prof. Pratik Modi	January 27-28, 2017
Procurement and Supply Chain Management in Agribusiness	Prof. Durga Prasad MV	January 30-31, 2017
Applying Logical Framework Approach for Developmental Projects to Get Desired Impact	Prof. Hitesh V Bhatt	February 1-2, 2017
UDAAN Management Development Programme in Rural Management for TATA Steel Global Wire Division	Prof. Preeti Priya	February 1-3, 2017
FDP on Leadership Development for SIRD	Prof. S N Biswas	February 13-17, 2017
Making Markets Work for the Poor (Market-Led Livelihood Interventions)	Prof. Preeti Priya	February 22-24, 2017
Building and Managing Social Enterprises	Prof. C Shambu Prasad	March 4-6, 2017
Applying Project Management Skills to Enhance Impact of Projects	Prof. Hitesh V Bhatt	March 7-9, 2017
Project Appraisal and Financing	Prof. Rakesh Arrawatia	March 7-9, 2017

MANAGEMENT DEVELOPMENT PROGRAMMES (OFF-CAMPUS)

Title of the Programme	Host	Dates	Co-ordinator(s)
Refresher Training Programme in Project Management	Foundati on for Ecological Security	October 3-4, 2016	Hitesh Bhatt
Project Management	Aga Khan Rural Support Programme (India)	November 7-8, 2016	Hitesh Bhatt
MARKSTRAT Simulation	eGalactic	26 November 2016	R C Natarajan
Managening Service Business	Pandit Dindayal Petroleum University	November 2016	Hitesh Bhatt
Refresher Training Programme in Project Management	Foundation for Ecological Security	December 5-6, 2016	Hitesh Bhatt
Naranpur Express Game	District Project Manager M P Day - State Rural Livelihood Mission	December 7, 2016	Rakesh Saxena
Management Leadership Development Programme	Meghalaya Institute of Entrepreneurship	January 9-19	Hitesh Bhatt

List of Forthcoming MDPs during June-August 2017

Title of the Programme	Dates	Co-ordinator(s)	Fees (INR)#
Public Policy Analysis	June 1 - 2, 2017	Prof. Indranil De	15000
Landscape to Corporate Social Responsibility (CSR)	June 5 - 5, 2017	Ms. Sheela Mistry	10000
Quality Management and Housekeeping	June 12 - 14, 2017	Mr. Mohan Satsangi	10500
General Management Programme (GMP)	June 12 - July 1, 2017	Prof. Hitesh V Bhatt	120000
5th School on Impact Evaluation	June 12 - 17, 2017	Prof. Vivek Pandey	21000
Financial and Commodity Derivatives: A Farmers' Welfare Perspective	June 14 - 16, 2017	Prof. Rakesh Arrawatia	22500
Supply Chain Analytics	June 14 - 16, 2017	Prof. Shivshanker Singh Patel	22500
What Every Teacher Should Know for Bringing out the Best from their Students	June 20 - 22, 2017	Prof. Hitesh V Bhatt	22500
Operations Management in Services	June 21 - 23, 2017	Mr. Mohan Satsangi	10500
Strategic Management of CSR	July 6 - 8, 2017	Prof. Shambu Prasad Chebrolu	22500
Total Productive Maintenance	July 6 - 7, 2017	Mr. Mohan Satsangi	7000
Supply Chain Management in Dairy Industry	July 7 - 8, 2017	Prof. Shivshanker Singh Patel	15000
Converting People from Resources to Assets by Developing Human Potential	July 10 - 11, 2017	Mr. Vijay Menon	15000
Team Dynamics	July 12 - 14, 2017	Mr. Mustafa Lokhandwala	10500
Effective Decision Making Using AHP	July 13 - 14, 2017	Prof. Anand Venkatesh	15000
Applying Project Management Skills to Enhance Impact of Projects	July 18 - 21, 2017	Prof. Hitesh V Bhatt	30000
Financial Decisions (Strengthening Tools)	July 18 - 21, 2017	Prof. Asmita H. Vyas	30000
Purchase Management	July 19 - 21, 2017	Mr. Mohan Satsangi	10500
Strategic Management of 'Working Capital' - With Real Life Simulations	July 25 - 28, 2017	Prof. Girish Kumar Agrawal	31000
Training of Trainers to Enhance their Effectivity in Training Others	August 1 - 4, 2017	Prof. Hitesh V Bhatt	30000
Data Analysis of Surveys	August 8 - 10, 2017	Prof. Preeti Priya	22500
Inventory Management	August 10 - 11, 2017	Prof. Pratik Modi	15000
Optimization in Business Situations	August 17 - 18, 2017	Mr. Rishi Sanwal	15000
Enhancing Efficiencies at Work - MS-Excel	August 21 - 21, 2017	Mr. Rishi Sanwal	7500
Project Financing (Evaluation and Sources of Funds)	August 21 - 23, 2017	Prof. Rakesh Arrawatia	22500
Making Markets Work for the Poor (Non-Farm Products)	August 21 - 23, 2017	Prof. Preeti Priya	22500
Preparing Yourself for Sales Leadership Role	August 29 - 31, 2017	Prof. Pratik Modi	22500

Fees quoted are exclusive of Government Taxes which will be charged extra, as applicable.

For more details contact

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