

FOR PRIVATE CIRCULATION

Network

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Contents

Fuelling feminine fire <i>Shruti Kapoor</i>	2
Waging food price rise the rustic way <i>Atulan Guha</i>	5
The unlettered <i>S R Asokan</i>	9
More than the eye can see <i>Nazar Dehalvi</i>	11
A certain IRMA "ness" <i>Ashutosh Tosaria</i>	13
अनिश्चय <i>Paresh J. Bhatt</i>	16
A distinctive moniker <i>Palabra Critica</i>	17
NOTA matter to be dismissed lightly <i>Himanshu Gupta</i>	19
Animal farm <i>Debojyoti Chakraborty</i>	21
Lesson learnt in school <i>Indrani Talukdar</i>	23
IRMA News	26

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Editorial

We are well into the third millennium and yet one half of the population remains deprived and uneducated in several pockets of India. Mewat in northwestern India, in many ways, represents this skewed distribution. Today, thanks to an NGO's extending a helping hand, the Mewat women are overcoming tradition-bound social obstacles. Read an alumna's account in the cover story entitled "Fuelling feminine fire".

That economics drives social well-being is a truism nobody can deny. A close examination, however, reveals a rather complex picture. As Atulan Guha, an erstwhile IRMA professor, argues: does food price inflation send rural wages escalating or vice versa? His article, which is part of a research paper, captures the dilemma with scholarly depth.

Like economics, politics too, drives social well-being and underlies social structure. No one can doubt that in a democracy electorate dissatisfaction deserves serious consideration. Granting citizens the right to reject candidates who are going to represent their needs and aspirations should be a given in any society. But as it so often happens in this country change occurs only subsequent to a big movement. Which is why a tongue-in-cheek look at representatives of governance is not out of place in this issue. The article "Animal farm" penned by an alumnus will keep you in splits.

Another article guaranteed to bring a smile to your face is entitled "The unlettered" showcasing the bane of illiteracy, written with tongue firmly in cheek by one of our revered professors.

Also, do read about the ethical dilemma faced by a former teacher in the column "The Last Word" and an ex IRMAN's precious takeaways in "Down Memory Lane".

The fare, this time, is varied and exciting. We look forward to your thoughts, ideas, and feedback.

Indrani Talukdar

(Editor)

Fuelling feminine fire

An NGO's efforts to empower the women of the backward Mewat region



Basic literacy session at an LSE centre

"Where justice is denied, where poverty is enforced, where ignorance prevails, and where any one class is made to feel that society is an organized conspiracy to oppress, rob and degrade them, neither persons nor property will be safe." (Frederick Douglass, abolitionist, editor, and feminist)

Women of the socially backward hinterlands of Mewat are visible just about everywhere- carrying stacks of fodder or delicately balancing pots of water on their heads, washing clothes beside ponds or sponging cattle. What is truly rare here is the sight of a young woman making her way to a nearby college or a female adolescent attending school with the regularity of her urban counterparts. Early marriage, early child birth, low literacy and education, limited mobility, and lowered community participation have been active barriers. A patriarchal social

order disbars the Mewate women from pursuing higher education and meaningful careers. They are, instead, exhorted to develop expertise in household chores and child bearing and rearing practices. The average marital age for these women is between 16 and 18 years and rarely is their opinion sought with regard to their future.

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Living in a constant state of denial they are unable articulate their thoughts with clarity while decision-making takes a back foot. Adhering to social norms laid down by village elders they are prevented from blossoming as leaders.

Going by the current data the female literacy rate in Mewat is an abysmal



Girls participating in 'Henna' competition on the occasion of Eid



Girls watching a video clip on 'Panchayati Raj Institution' to gain awareness about governance in villages, Mewat, Haryana

36.6 percent. Post elementary female education is low thanks to a high dropout rate. Those who manage to reach the secondary level fail to clear their exams thanks to the poor quality of basic education. This acts as a huge de-motivator for the Mewat girls while putting an end to their education as parents start scouting about for suitors with anxious urgency.

Aarti, an adolescent from Mewat, who could not clear her secondary school exams, says resignedly: "My parents gave me an opportunity to study. Now they will neither give me another chance nor the fees to study again". Aarti's story finds echoes all over the region. Stuck between the system, societal pressures and barriers, the girls of Mewat have almost nowhere to go.

It was in this bleak scenario that the SM Sehgal Foundation, a Gurgaon based NGO decided to step in and establish its Life Skill Education (LSE) centres while working towards improving the quality of mainstream

education by breathing new life into the School Management Committees (SMCs) enabling their roles as monitoring agents.

The centres offer six-month courses to female dropouts aged between 11 and 19. These courses empower the enrollees by developing their vocational skills in activities like stitching and tailoring. The courses also inculcate basic reading and writing skills so that the students become proficient with numbers and alphabets and are able to write letters and applications. This is of great help to many of those who have forgotten lessons learnt in school or haven't stepped inside a school gate all their lives.

Once basic literacy needs are taken care of the parents are encouraged to (re)admit their wards into mainstream education. Games and hands-on exercises serve as confidence-building and communication enhancement measures. For the first time, perhaps, the Mewat girls are beginning to gain a voice and allowed to dream their dreams.

Armed with better communication skills the girls are encouraged to express their feelings, comprehend interpersonal relationships, values, and gender roles and explore the community on their own terms. The LSE sessions, in effect, help them to learn by doing and take decisions in life while encouraging them to understand their roles within the community.

The LSE centres have been at the forefront of awareness drives with regard to the Right to Education (RTE), Right to Information (RTI), and important village governance institutions including the Panchayati Raj Institution (PRI), the Village Health Sanitation and Nutrition Committee (VHSNC), and SMCs. All this is aimed at increasing women's participation in governance while enabling them to think beyond reproductive roles. The SM Sehgal Foundation has also imparts knowledge on maternal and child care while stressing the importance of timely immunization, good nutrition and sanitation practices.

It also promotes awareness relevant to the prevention of common diseases like pneumonia and diarrhea. The

course is designed extensively to take care of these women's realized and unrealized needs and their interest in vocational skills like tailoring through which they can earn a living. The sessions are enlivened with the aid of audio-visual tools and small video clips. Tests are conducted every month to monitor improvement. Monthly "mothers' meetings" are designed to provide ward feedback.

For the Mewat women, whose mobility is often restricted within the village, the LSE centres offer a meeting ground where they can

share their emotional well-being and concerns, help each other read and write while enriching their communication skills. Most female enrollees have come to look upon these centres as their own spaces and take additional pains to decorate them. Occasionally, these centres double up as venues for activities like henna application competitions during festivals.

It needs to be emphasized, though, that the LSE centres are not alternatives to regular schools. They, instead, complement the education system by bridging 'learning and emotional gaps', all residues of

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outdated social norms and customs. The centres are privy to some remarkable success stories that include

illiterate girls being able to read and write, girls being able to delay marriages and generate incomes by initiating their own tailoring centres post marriage.

With the LSE in a facilitating role the road towards a more liberal society has been laid. It is now up to the women of Mewat to get it rolling.

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Waging food price rise the rustic way

Rural incomes dictate the way food-related inflation goes up and vice versa



Food price rise induces rural workers to bargain hard for higher nominal wages in order to neutralize inflationary impacts. The interconnectedness between rural wages and food prices is both dynamic and substantial

Is there a direct relationship between food price inflation and escalating rural wages in actual terms? A spiralling food price graph has long set the teeth of economists on edge given the former's grim consistency. The cost of food rose 5.48 percent in June 2015, which is more than that of last year's. Various reasons have been cited for this phenomenon including fall in agricultural output, increase in the domestic demand for food, higher food exports, high minimum support prices for food grains, large-scale procurement of food grains on the part of governments, hoarding and speculation, high world food and oil prices, and exchange rate

pass-through to domestic prices among other things.

The fact that high food price inflation is also characterized by high rural real wages cannot be denied. Rising rural wages exert an influence on food prices both by enhancing demand and by pushing up the cost of production. Food price rise induces rural workers to bargain hard for higher nominal wages in order to neutralize inflationary impacts. The interconnectedness between rural wages and food prices is both dynamic and substantial. But first, it is important to understand the structure of rural wage earnings.

For convenience's sake, rural workers' occupations have been divided into three broad categories: i) skilled non-agricultural ii) unskilled non-agricultural and iii) agricultural workers. Skilled non-agricultural workers are employed as carpenters, blacksmiths, cobblers, masons, and tractor drivers. Agricultural workers are involved in occupations like ploughing, sowing, weeding, transplanting, harvesting, winnowing, threshing, picking, herdsman, and well digging.

According to the data published by the Labour Bureau of India real labour wages shot up between 2004 and 2012. One would like to



In such a case labour shortage needs to be created in the rural skilled labour market, the latter being better equipped for absorption in the aforementioned sectors.

believe that this is due to labour shortage. The question is: what is causing this shortage? Is it the urban “pull factor” stimulated by high growth in modern industry? Or, is it unprecedented growth in a non-farm sector like construction in the rural sector? Underpinning these queries is the larger question: is this upsurge the result of any kind of Lewisian transformation underlying labour absorption in the modern and urban informal sectors? In such a case labour shortage needs to be created in the rural skilled labour market, the latter being better equipped for absorption in the aforementioned sectors.

Any Lewisian transformation should get reflected in the wage structure. Besides, any wage rise evinced by the rural skilled labour force should percolate down to those from the agricultural and unskilled rural labour force. Plus, there should be

long-term convergence of wages across these three sectors. Should additional demand for rural labour arise from the rural construction sector instead of the modern and urban informal sector, the rural wages’ dynamics could – expectedly – mimic those corresponding to the Lewisian transformation.

Neo classical theory of labour markets

The long-term convergence of wages has been primarily predicated by the standard neoclassical theory of labour markets. The latter assumes the homogeneity of workers and jobs, nil information asymmetry, and no issues in the context of worker motivation and risk shifting. The theory predicts that equilibrium wage exists at the intersecting point between the demand for and supply of the labour curve. The long-term equilibrium wage is equal to the value of the marginal product of the marginal worker across all firms. Any temporary wage difference is caused by differences in labour productivity arising, in all probability, from fluctuations in demands for labour both at firm and sectoral levels. Such a situation warrants the movement of labour between sectors leading to the equalization of productivity and wages across sectors. In other words, the standard neoclassical theory of labour markets predicts a long-term wage rate convergence across sectors. In the event of a Lewisian transformation rural labour market integration should

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occur on a large scale. Or else, a long-term convergence of wages should be established as far the three types of rural wages cited above are concerned.

Empirical literature indicates, to a large extent, sectoral variations within wage rates. Various attempts have been made to explain these variations within the neoclassical framework attributable to differences in productivity caused by skill disparities preventing labour movement from the low to high wages' sector. Another explanation for this occurrence comes from the unobserved heterogeneity of job characteristics and workers, which may not be randomly distributed across industries. As a result, high paying industries could well be those with unmeasured high labour quality.

Neo-Keynesian theory

According to this framework a firm or industry becomes more efficient when workers stay in it for a longer period. In such cases gains in productivity, due to the unrestricted movement of labour

across the firm, are lower compared to the firm's efficiency. Here, factors like the labour market structure, employment conditions, and wage structure all adjust to incentivize the long-term attachment creating, hence, a less integrated labour market. Four attributes have been identified by researchers solidifying this long-term association. These include, to begin with, avoidance of shirking (as identified by social scientists Shapiro and Stiglitz). High wage industries (high monitoring costs) prevent shirking on the part of workers by paying an efficiency wage to increase the cost of job loss foreshadowed by threats of firing.

The problem with the theories cited above is that they do not adequately explain the relationship between food price inflation and escalating wages of the labour market. Most, in fact 78 percent of the workers in the rural non-farm sector, do not have regular employment and salaries.

The MGNREGA example

An alternate explanation with regard to the rise in rural wages may be associated with public works programmes like MGNREGA. This explanation traces the possible trade-

Should additional demand for rural labour arise from the rural construction sector instead of the modern and urban informal sector, the rural wages' dynamics could – expectedly – mimic those corresponding to the Lewisian transformation.

off between public work programmes and food price inflation.

The *MGNREGA Sameeksha 2006-12*, published by the Ministry of Rural Development examines the impact of MGNREGA on rural wages. The report mentions that rural wages have increased not because of the labour market having tightened but because of upward revision of the wages of rural labour. This scheme has been helping rural workers break some of the imperfections in the employment contract.

Nonetheless, some studies do indicate marginal increases in agricultural wages thanks to MGNREGA.

In the final analysis, real rural wages have been on the rise but not because of any Lewisian transformation or growth in the rural construction sector. An increasing number of public works programmes has given enough bargaining muscle to the rural labour force.

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Skoll Award for IRMAN



It was a proud moment for IRMA when an alumnus, Jagdeesh V. Rao, was granted the prestigious Skoll Award for Social Entrepreneurship 2015. Rao, a PRM 5 Alumnus is Executive Director of FES (Foundation for Ecological Security)

The Skoll Foundation presents its annual Skoll Awards for Social Entrepreneurship to a select group of social entrepreneurs

whose proven innovations serve to disrupt an unjust and unsustainable status quo and demonstrate their impact while solving some of the world's most pressing problems. The Skoll Award recognizes organizations with the potential to scale their success while driving large-scale systems towards change. Each awardee receives a sum of \$1.25 million, which is a three-year core support investment allowing them to scale their work and increase their impact. They are also able to gain leverage through their long-term participation in a global community of visionary leaders and innovators dedicated to solving the world's most pressing problems.

It is worth mentioning that Rao's social change driven entrepreneurial journey had its seeds sown during the village fieldwork curriculum at IRMA.

A video of the award ceremony is available on YouTube - https://www.youtube.com/watch?v=UE_NJYpvvkm.

The unlettered

A hilarious yet telling instance of the travails illiteracy can bring about

A whiff of cold air caught my face as I got off the rickety bus. Trudging the narrow path snaking through the verdant paddy fields I reached my rural destination. My job was to collect data from the villagers for a research project for 15 months. As anticipated the villagers viewed me, a stranger, with a lot of suspicion. As a result, my work was making tardy progress. I was afraid that I would botch up the assignment, my first after college. Then, I remembered the project leader talking about a British anthropologist who had developed an excellent rapport with the village denizens. The bluff that I had been sent by Harris, the anthropologist, worked and soon the villagers had begun to cooperate.

One evening as the gentle breeze was providing succor from the oppressive heat of the day I went about collecting data from some agricultural labourers living in a cluster. There I found women beating their breasts and wailing aloud. In their midst was a boy clutching a letter and sobbing uncontrollably. What bad tidings could the epistle have

brought, I couldn't help wondering. I took the missive and found nothing that could possibly have set off such high-pitched wailing.

What had happened was this: an old woman of the village had found the letter that had been slipped through the door by the village postman, an illiterate. She asked her neighbour's son who was studying in Class V at the local school to read it out for her. The little fellow had stared blankly

When I mentioned that the letter was from the old woman's daughter and all was well, there was an audible sigh of relief. The indignant women dispersed after showering some choicest epithets on the boy.

at the lines for a few moments and then, unable to read and overcome with remorse, began to cry. Thinking that the letter contained bad tidings the woman had broken into sobs and was soon joined by her sympathetic neighbours, setting up a chorus of

crying. When I mentioned that the letter was from the old woman's daughter and all was well, there was an audible sigh of relief. The indignant women dispersed after showering some choicest epithets on the boy. I wondered how the lad could reach his fifth standard without being able to read. Later, the schoolmaster solved the mystery by informing me about the government

policy with regard to promoting all students up to class V.

Nearly a decade later, I went back to the same that village for a project as I knew the people there intimately by then and was assured of quality data. On my arrival there I could see signs of progress everywhere including TV antennae and hoardings for detergents.

What had happened to the boy who had wept in shame at not being able to read, I inquired. Had he become an agricultural labourer like his father

and forefathers? No, I was informed, he had become a postman, delivering letters and perhaps reading them to out, of course, without setting off a chain of wailing thankfully. What a miracle the opprobrium on a summer evening had brought on the lad!

(The article first appeared in the Indian Express)

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Dr. Verghese Kurien Centre of Excellence at IRMA



**Dr. Verghese Kurien
Centre of Excellence**

The Gujarat Cooperative Milk Marketing Federation (GCMMF) has launched the Dr. Verghese Kurien Centre for Excellence (CoE) at IRMA to facilitate research in dairy management, cooperatives, and producer organizations in agriculture and related fields. The Centre is expected to work on emerging models of collectives and contemporary challenges of the dairy industry through research, consultancy, extension, outreach, and policy analysis. Some of the areas of work will be related to production and consumption in organized and unorganized sectors of the dairy industry, issues of

corporate governance following cooperative amendments, a market watch (including possible scenario modelling) on the dynamics of the sector, the socio-economic impact of dairy farmers, manpower and generational issues of the sector, entrepreneurial opportunities and constraints of the sector, and collective action and commons' frameworks for managing collective enterprises.

The Dr. Verghese Kurien Centre will be coordinated by Chair Professor, Prof. Shambu Prasad, who joined IRMA on April 6, 2015. The Centre will draw collaboratively upon the existing expertise available at IRMA in different areas supported by full-time research associates.

More than the eye can see

A review of Drishyam, a film pitching the common man with a rare revelation

A quiet bucolic town fronted by waving palms and blond sea beaches. The picture perfect scenery reflects the near-perfect lives of the Salgaonkars, a typical middle class family steeped in middle class values. 'Fourth class failed' Vijay Salgaonkar, the head of the family, occasionally takes up cudgels for the oppressed classes incurring, thereby, the wrath of a corrupt police constable (played with evil brilliance by Kamlesh Sawant). Life, otherwise, is perfect for the nonentity who is content to watch Bollywood movies late into the night and treating his wife and two daughters to the cinema or shopping occasionally.

The sluggish beginning lulls the viewer into a kind of smug

complacency till an MMS jolts the happy household irrevocably. What follows is a cat and mouse play with the insignificant nobody Vijay Salgaonkar steering ahead of the game even as the establishment keeps snapping dangerously at his heels. His source of inspiration? Bollywood; unbelievable yet true.

Inspired by the Japanese novel *The Devotion of Suspect X*, the story was originally penned in Malayalam by well-known director and screenwriter Jeetu Joseph. The script is well-paced and flawless with the main protagonists dodging the police net at every conceivable – and inconceivable – corner by constructing impeccable alibis. The lesson is clear and concise: bullying



Sterling performances by Ajay Devgn (left) and Tabu (right) in the blockbuster 'Drishyam'

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a commoner into submission only elicits a strong, even if surreptitious, rebound reaction. For the first time in Hindi commercial cinema is the common man given the muscle to fight the system without so much as lifting a finger. In one scene, Tabu, who represents the system, actually comments that she had underestimated the rather common 'fourth class failed' Vijay Salgaonkar.

The characters are very well etched with Ajay Devgn and Tabu in the main roles, playing opposite each other. As the unrelenting inspector general Meera Deshmukh Tabu gives a quietly menacing performance. Ajay Devgn gives a restrained

performance as her alter ego. Each frame is taut and perfect.

Those rooting for the original Malayalam may find flaws in the Hindi remake but no one can fault it for its well-adapted narrative structure. The pivot of the movie, the insinuating MMS initiated by an impenitent spoilt brat, the police inspector general's sole progeny Sam, is a lesson in itself. It also underlines the menace modern technology poses by forcing innocents to look over their shoulder all the time.

A must see for all time.

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A certain IRMA "ness"

An ex- IRMAN fondly recalls the eye opening sessions at the institute



I remember, back then, I had written an article for *Network* (January-March 2007 issue) in which I had mooted the idea of going beyond the self and developing a higher mode of realization.

Preserving and furthering one's identity is an age old obsession, something wired into our DNA perhaps. I pondered on this reality when someone posed this question to me recently: "How much of what you did or learn at IRMA is relevant for you now?" The query took me back to when I was doing my fieldwork in Kerala trying to understand the coconut economy of the state. That was the time a lot of changes were taking place around the world, some in the name of development. Attending classes on development created more confusion with regard to what I might be taking away from IRMA on graduating. I remember, back then, I had written an article for *Network* (January-March 2007 issue)

in which I had mooted the idea of going beyond the self and developing a higher mode of realization. Turning the pages of the article flashes of memory started returning (you may read it at: <https://goo.gl/DVyrzv>).

Memories of the campus, the faces of my classmates and IRMA faculty and staff all started coming back in a flood of remembrance. My consciousness threw up images of TAU books, reflections of my Kerala fieldwork and, the greatest memory of all, getting up at midnight to check the entrance test results and waking up my mother to tell her that I was through...

And now, coming back to the original question of what I took away from IRMA. I guess my answer to this question will keep expanding with my experiences. As of now, here are a few things that I have taken with me from the 'House that Kurien built'.

Legitimacy

IRMA has given me, and many others like me, a certain legitimacy. I say this with some sadness-mingled pride. Sadness because of the handful of top-notch institutions that one can count on one's fingers in a country as gigantic as ours. Having worked with

committed NGOs my association with IRMA seems to have validated my ideas, work, and potential. There is a sense of assuredness in all this, the institution being close to four decades old.

Engagement

One of the skills I learnt at IRMA was the art of 'engaging'. Like my classmates I was deeply involved with issues by staying with them and understanding them. The challenges were not simply academic ones but 'real life' ones as well. Studying such a deep and heartfelt curriculum that IRMA offers put me into the loop of Think/Feel-Act-Reflect, for which I am ever grateful.

People

People happen to be the most defining aspect of an institution. IRMA's unique ethos allows students to interact with people in a unique way while engaging with off-beat ideas at the same time. Steeped in such an atmosphere I learnt about team work, about putting the team ahead of individual interests. Being part of a large community comprising faculty, alumni, and one's peers I know that I have a shoulder to lean on and that help – including sound advice – is ready at hand. All I have to do is reach out.

Memories

Memories... what would we do without them? It wouldn't be stretching a point too far to state that human beings are a bundle of memories. The memories I collected during my two-year stint at IRMA – both good and bad – have made me the kind of person I am. Be it a brief exchange with an IRMA professor or life-changing experiences during a village field segment, my repository of memories is an educational tool that is hard to define in mere words. All I know is that they have prepared me well in terms of handling challenging situations in life.

Learning to learn

At the core of education is the art of "learning how to learn". This is at

complete variance with the concept of learning by rote or swotting facts and regurgitating them during exams. IRMA taught me how to face the challenges of life head on by introducing me to the curriculum segments like fieldwork and management traineeship reflecting real world situations.

Perspective

Last but not the least I shaped my perspective at IRMA. By 'perspective' I do not mean a vague and immeasurable concept but an

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entity that has been endorsed and valued by the market (employers).

I wish to end by saying that every educational experience is transformational and IRMA was emotionally, socially, and cognitively transformative. In my years at IRMA I simply absorbed the air and breathed the air. It has kept me charged.

Thank you IRMA for having given me knowledge and perspective!

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Rajan Memorial Lecture



IRMA hosted its 25th Rajan Memorial Lecture on April 17, 2015. The event, eponymously organized in the memory of TS Rajan, an IRMA alumnus who met his untimely death in 1990, featured Dr. Bhaskar Chatterjee, Director General and CEO of the Indian Institute of Corporate Affairs, an institution set up by the Government of India in 2008 to act as a think tank and capacity building nucleus for corporate regulations and reforms.

IRMA's Prof. Girish Agrawal introduced Dr. Chatterjee who is credited with having evolved and structured a framework for Corporate Social Responsibility for public sector enterprises and for having authored the amendment to The Companies Act, now famously known as Section 135 of the Companies Act related to Corporate Social Responsibility.

Dr. Chatterjee, speaking of his journey into CSR touched upon his experiences with the tribal community and marginalized classes as an IAS officer in the Orissa cadre. "I feel privileged," he told students assembled in the audience, "about being here since IRMA students understand the spirit with which the Companies' Act was drafted."

The Act, which is a first of its kind the world over, has been hailed as the largest and the most ambitious CSR experiment ever, affecting nearly 16,000 to 25,000 companies involving an expenditure of Rs. 15,000 to 28,000 crore annually on activities defined in Schedule VII and falling under the area of social development.

Predictably, Dr. Chatterjee had been dissuaded by the corporate big wigs, even intellectuals, against pushing for legislation. According to Dr. Chatterjee, however, "When you have an idea explore it to the hilt and pursue it." Which is what he did as he spent months doing his research and finding ways of rooting CSR firmly in the Indian soil.

In the process of evolving the framework and guidelines for what eventually crystallized into Section 135, he was appalled by two factors. One, nobody was asking the question, "How much is being spent on CSR?" Second, CSR was seen as a form of charity or donation activity.

In a bid to divest CSR of its "intermittent" character he came up with the idea of "Strategic CSR", whereby the latter would be conceived as a mandatory project or programme on the part of companies.

As the world's eyes are on India with this new, path-breaking legislation, it remains to be seen whether it will work in favour of the nation's growth and development.

अनिश्चय Uncertainty

मुख चन्द्र कहूं या चंद्रमुखी
मुग्ध अनिश्चय बड़ा प्रबल है;
किसको कैसी परिभाषा दूं?
मन उपवन में हलचल हैं,

नयन रम्य सुनयन द्वार,
सागर सा आभास लिए है;
चन्द्र कला के ज्वार-उतार,
का अनबूझा इतिहास लिए है;

केश है उस नभ की प्रतिच्छाया,
चंद्र भ्रमण जहां है गतिमान;
पूर्ण चंद्र पूनम का लगता,
देखकर अधरों की मुस्कान

कभी सरकता कभी ठहरता,
बड़ा ही चंचल आँचल है;
अंतर इतना ही तो है,
यहां घूँघट है वहां बादल है,

Orb-faced or celestial
In an allured daze,
Can dazzled wisdom
A name nominate?

Deep ocean-like eyes
Portals of sheer beauty,
Reflecting stellar vicissitudes
Of a life that is mystery.

The mane stretches as though
Across the Milky Way
And a smile as if it is
Full moon's glorious visage.

Impish is the fold that
Slides and halts in turns;
On one side is the veil drawn
On another the clouds churn.

(Translated by Indrani Talukdar)



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A distinctive moniker

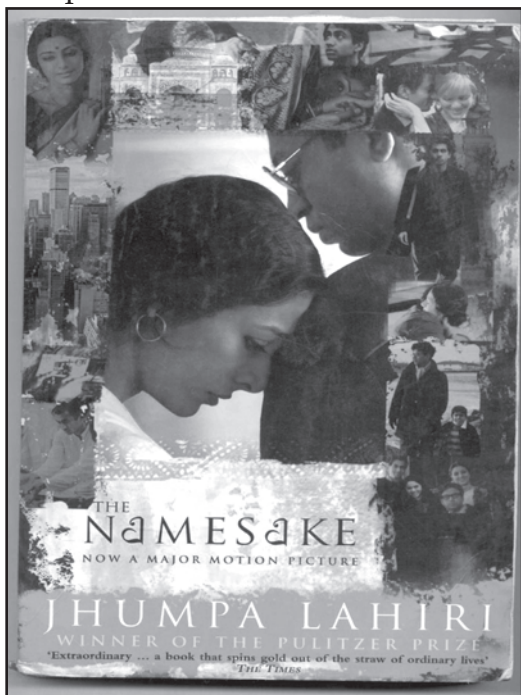
The story of a Bengali family's journey as American migrants has been etched brilliantly by Jhumpa Lahiri

Some books dazzle you with their quiet intimacy. *The Namesake* by Pulitzer Prize winner Jhumpa Lahiri is one such. Originally a novella it was published in *The New Yorker* and later expanded into a full-length novel.

The oeuvre spans two generations of a Bengali family, the first a migrant from Kolkata, then Calcutta. The covert fears and conjectures of the main female protagonist – Ashima Ganguli – at being displaced into a new country even as she is getting to know her new husband Ashoke Ganguli in an arranged marriage are emotions every migrant can identify with. Her unquestioning and mute acceptance of the unfamiliar all but

covers her consternation. The first chapter itself opens in Boston where a pregnant Ashima Ganguli “stands in the kitchen of a Central Square apartment, combining Rice Krispies and Planters peanuts and chopped red onion in a bowl... Ashima has been consuming the concoction throughout her pregnancy, a humble approximation of the snack sold for pennies on Calcutta sidewalks...” The pining for known sights, sounds, and smells is conveyed rather subtly, without barely a mention.

The chief protagonist is the boy Ashima gives birth to, accidentally named Gogol because a letter from his grandparents fails to arrive. As Gogol grows up with his parents and little sister Sonia, the reader is led into the trajectory of his life story spanning three decades wherein he carries the burden of his heritage while grappling with a lifestyle that is alien to his natal family. Above all, he struggles out of embarrassment with a name that is neither eastern nor western, neither Bengali nor English. A legal change to Nikhil from Gogol instils a lurking sense of shame of having betrayed those responsible for his christening. More so when he is told about its genesis, of the book by his namesake author that had saved his father's life aeons ago.



Lahiri does a great job of highlighting the conflicts and clashes of a first generation American Indian who stumbles through various loves, loyalties, and inescapable situations. The author's stamp is unmistakable through it all. The story is gentle, sans stylization and drama, like the tales

she had penned for her Pulitzer prize winning *The Interpreter of Maladies*. Reading Lahiri's debut novel is, as somebody described, "flipping through a faded, well-loved family album..."

By: Palabra Critica

Book Extract

1968. On a sticky August evening two weeks before her due date, Ashima Ganguli stands in the kitchen of a Central Square apartment, combining Rice Krispies and Planters peanuts and chopped red onion in a bowl. She adds salt, lemon juice, thin slices of green chili pepper, wishing there were mustard oil to pour into the mix. Ashima has been consuming this concoction throughout her pregnancy, a humble approximation of the snack sold for pennies on Calcutta sidewalks and on railway platforms throughout India, spilling from newspaper cones. Even now that there is barely space inside her, it is the one thing she craves. Tasting from a cupped palm, she frowns; as usual, there's something missing. She stares blankly at the pegboard behind the countertop where her cooking utensils hang, all slightly coated with grease. She wipes sweat from her face with the free end of her sari. Her swollen feet ache against speckled gray linoleum. Her pelvis aches from the baby's weight. She opens a cupboard, the shelves lined with a grimy yellow-and-white-checkered paper she's been meaning to replace, and reaches for another onion, frowning again as she pulls at its crisp magenta skin. A curious warmth floods her abdomen, followed by a tightening so severe she doubles over, gasping without sound, dropping the onion with a thud on the floor.

The sensation passes, only to be followed by a more enduring spasm of discomfort. In the bathroom she discovers, on her underpants, a solid streak of brownish blood. She calls out to her husband, Ashoke, a doctoral candidate in electrical engineering at MIT, who is studying in the bedroom. He leans over a card table; the edge of their bed, two twin mattresses pushed together under a red and purple batik spread, serves as his chair. When she calls out to Ashoke, she doesn't say his name. Ashima never thinks of her husband's name when she thinks of her husband, even though she knows perfectly well what it is. She has adopted his surname but refuses, for propriety's sake, to utter his first. It's not the type of thing Bengali wives do. Like a kiss or caress in a Hindi movie, a husband's name is something intimate and therefore unspoken, cleverly patched over. And so, instead of saying Ashoke's name, she utters the interrogative that has come to replace it, which translates roughly as "Are you listening to me?" At dawn a taxi is called to ferry them through deserted Cambridge streets, up Massachusetts Avenue and past Harvard Yard, to Mount Auburn Hospital. Ashima registers, answering questions about the frequency and duration of the contractions, as Ashoke fills out the forms. She is seated in a wheelchair and pushed through the shining, brightly lit corridors, whisked into an elevator more spacious than her kitchen. On the maternity floor she is assigned to a bed by a window, in a room at the end of the hall. She is asked to remove her Murshidabad silk sari in favor of a flowered cotton gown that, to her mild embarrassment, only reaches her knees. A nurse offers to fold up the sari but, exasperated by the six slippery yards, ends up stuffing the material into Ashima's slate blue suitcase. Her obstetrician, Dr. Ashley, gauntly handsome in a Lord Mountbatten sort of way, with fine sand-colored hair swept back from his temples, arrives to examine her progress. The baby's head is in the proper position, has already begun its descent. She is told that she is still in early labor, three centimeters dilated, beginning to efface. "What does it mean, dilated?" she asks, and Dr. Ashley holds up two fingers side by side, then draws them apart, explaining the unimaginable thing her body must do in order for the baby to pass. The process will take some time, Dr. Ashley tells her; given that this is her first pregnancy, labor can take twenty-four hours, sometimes more. She searches for Ashoke's face, but he has stepped behind the curtain the doctor has drawn. "I'll be back," Ashoke says to her in Bengali, and then a nurse adds: "Don't you worry, Mr. Ganguli. She's got a long ways to go. We can take over from here."

NOTA matter to be dismissed lightly

The right to reject needs to be ingrained into polity for political cleansing

May 16, 2014. A landmark date in the country's history. It was on this day that BJP leader Narendra Modi delivered his party's best result ever: a clean sweep at the polls, the first since 1984. But that is not the only reason for remembering that historical date. It was the day that NOTA or 'None of the Above' option was launched in India. Also known as the "against all" or "scratch" vote, this electronic ballot option underscoring the voter's right to withhold consent was established for the first time. By pressing NOTA the voter is actually saying that 'I don't want any of the above options'. Russia had such an option in place but abolished it in 2006. Pakistan too, had introduced this option in 2013 but withdrew it soon after.

Some history

The NOTA option was introduced for the first time in India during the last assembly elections held in Delhi, Rajasthan, Madhya Pradesh and Chhattisgarh. By pressing the NOTA button voters actually get to express their dissatisfaction with the system.

One of the first questions anybody is likely to ask is this: What if NOTA

'wins' an election? In other words, what happens if the electorate rejects all the candidates altogether? India's Supreme Court, having ruled that voters had the right to reject all candidates contesting the polls, refused to entertain a PIL seeking re-poll in such an eventuality.

Why NOTA?

The country's history dictates that change comes about subsequent to a strong movement.

So, should we still go ahead and press the button that allows us to reject

all the candidates in the ballot? An emphatic 'yes' to this question. The reason being as simple as this: let the Supreme Court see for itself the response of the public and make a decision. Large scale rejection should, surely, bring about expected results. As observed earlier, change usually gets instilled subsequent to a strong movement in this country.

The electorate needs to take more responsibility as far as voting is concerned with the candidate as prime focus as opposed to the party. Research and prudent evaluation should lead to the eschewal of undesirable candidates, i.e. candidates with dubious (read

Russia had such an option in place but abolished it in 2006. Pakistan too, had introduced this option in 2013 but withdrew it soon after.

criminal) backgrounds. Just think about it: the simple act of pressing a (NOTA) button could lead to the cleansing of politics. Talk about *Swachh Bharat* in the constitutional context!

Possible political reforms

The right to reject all could well trigger a spate of reforms and, consequently, work in favour of the electorate in terms of strengthening the election system by giving both electors and the system powers like right to recall, single transferable vote and so on. We need to push our country towards real democracy such as the one that exists in Switzerland which, having embraced direct democracy, entitles its citizens to put almost every law decided by their representatives to a general vote. Such a comprehensive system of checks and balances allows citizens to have a final say on all constitutional changes, including

those proposed by the parliament and the government, even international treaties.

Increased voting percentage

Before the NOTA came into being, voter secrecy was at stake. That is the reason a candidate was able to win by garnering 30 percent votes with a poll turnout of 50 to 60 percent. That is the reason people who were rejected by, say, 70 percent of the populace, got elected as leaders. With the NOTA in place, the percentage for polled candidates needs to swell for them to get elected.

To sum up, NOTA is an agent of change based on the principle that the candidate comes before a political party.

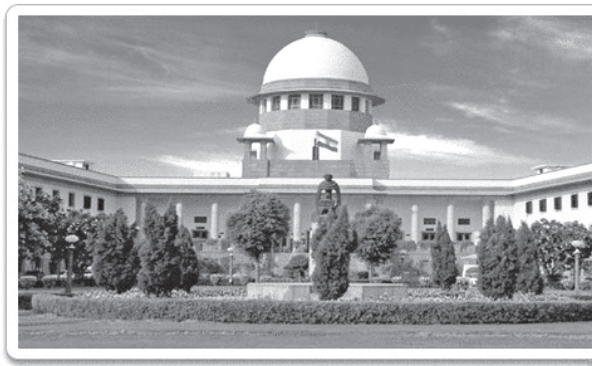
What it now needs is overwhelming support, both yours and mine.

By: Himanshu Gupta
(PRM 36)

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That is the reason a candidate was able to win by garnering 30 percent votes with a poll turnout of 50 to 60 percent.

That is the reason people who were rejected by, say, 70 percent of the populace, got elected as leaders.



Animal farm

An Orwellian tongue-in-cheek look at administration with a hint of dystopia

Once upon a time in the forests of Lidia there was a robust administration system in place. This system was a relic, a decadent leftover on the part of its colonizers. Locally known as LAS in forest parlance all the animals looked in awe whenever the LAS cavalcade would pass by perched royally atop elephants. Lidia's inhabitants coveted the positions occupied by members of this cavalcade. Many animals – from swift cheetahs to perseverant tortoises – would spend years slogging and burning the midnight oil to appear for the forest quiz held every year to select a lucky handful. It was not uncommon to find owls in the middle of the night mugging the forest polity that was sure to appear in that precious forest quiz.

In the forests of Lidia Pumba the hare learnt that he had qualified the forest quiz to become an LAS officer. His family celebrated that entire night. "How could anyone not be happy when their son had become part of such prestigious service?" drooled his cheery parents of anyone who cared to ask.

Locally known as LAS in forest parlance all the animals looked in awe whenever the LAS cavalcade would pass by perched royally atop elephants. Lidia's inhabitants coveted the positions occupied by members of this cavalcade

Soon afterwards, Pumba was sent away for rigorous training in the cool climes of the forest hills. Training was imparted in the prestigious Brave Academy where he was categorically informed that his duty was to serve the forests. He was also reminded that only a select few got to do what he was destined to do. Although Pumba did not particularly like the old official elephant who had been assigned to him he liked the company of the agile dog Tommy meant to guard him. he particularly enjoyed the attention that other animals gave him when he travelled atop his elephant.

Then, one day the forest chief, Babbar Lion, realized that the forest resources were fast shrinking and its inhabitants were suffering from a widespread disease called 'poverty'. He promptly went about listing many ways of countering it. All the LAS officers were summoned the following morning and each officer was assigned to work on the various strategies listed out. Our Pumba did not get a bad deal as he was assigned to head these strategies in a large pea growing region known as Matarpur! Such was the importance



“Did these monkeys get too absorbed in their goddamn decades of ‘sectoral experience’ and forget that I am an LAS officer?” Pumba muttered angrily.

of Matarpur that no lion worth his salt could overlook it during forest elections. Apart from being part of 150 committees Pumba now had to take time out to look after 75 schemes in the area. Everyone saluted him wherever he went and when he realized that the old elephant was something of an embarrassment he told his subordinates to manage funds to give the elephant’s teeth some polish. The departmental parrot Chotu Babu dutifully obliged within a day and Pumba’s mascot did not end up losing his sheen after all. Chotu Babu just hoped that his long overdue promotion would be realized this time—for the last 20 years he had been singing the *bhajan* ‘Om Jai LAS Hare’ but the much coveted promotion continued to elude him even as Babbar’s pet parrots hopped up the ladder.

On a particularly hot day Pumba was fuming. Nothing was going according to plan. And to add to

his woes the office air conditioner was not working. As if to humiliate him further the office experts did not stand up as he entered. “Did these monkeys get too absorbed in their goddamn decades of ‘sectoral experience’ and forget that I am an LAS officer?” he muttered angrily. However, inculcated rationality got the better of him and he decided to give his mind some rest. In the next 20 meetings that happened over the course of the day he took quite a few power naps. There was not much to worry except for some shrill cries of Professional Crows (PCs) with regard to food and certain basic amenities. As always, Pumba was able to create a win-win situation for everyone by assuring them that all their works would be concluded once the Forest Order (FO) was issued from the top. After the routine assertion of authority to the Loony Local Service (LLS) officials he relaxed somewhat. That evening he found an official looking missive waiting for him on his table. It was the latest Forest Order that read that he had been promoted and would be the head of forest mines! From the next day onwards he would not have to bother about any disease in hellishly hot places like Matarpur.

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Lesson learnt in school

An ethical dilemma faced by an erstwhile school teacher

Ramesh (name changed) appeared stiff as cardboard as my hands went to his socks. Thank goodness at least *those* were clean. The articles of clothing I had touched lately... Not for the first time did I chide myself that year for having chosen a residential school as my place of work, never mind its sterling reputation. Horror-filled exclamations from well-intended friends - "what on earth made you join a school after having worked as a journalist in Melbourne" – crowded my already perplexed brain. I didn't tell them that in the six years that I'd been away my parents

the boys' shirts, trousers, even their more intimate articles of clothing. Most teachers - especially females - didn't look forward to it. I certainly didn't. And Ramesh was already sitting in death row with the last warning on his plate. More than once had he scaled the school wall to show up at Domino's main branch in town only to be spotted, and thereby reported, by an over vigilant citizen. To tell the truth, he'd caused a handful of my own hair to turn gray with his rudeness and cheekiness. His grades too had been appalling

The principal had announced the 'raid' unexpectedly. It meant three hours of tireless searching through the boys' shirts, trousers, even their more intimate articles of clothing. Most teachers - especially females - didn't look forward to it. I certainly didn't. And Ramesh was already sitting in death row with the last warning on his plate. More than once had he scaled the school wall to show up at Domino's main branch in town only to be spotted, and thereby reported, by an over vigilant citizen.

had grown old and yearned for my return. I wanted to spend at least a year with them before moving on. Unaccustomed to teaching school kids I had begun to settle down and enjoy the experience. But now this.

The principal had announced the 'raid' unexpectedly. It meant three hours of tireless searching through

in the beginning. I had lost count of the number of times I was forced to send him out of class for causing disturbance. How many times had I reported him to Mr. Hannah, the gentle but firm housemaster of Jamuna House. Once I had walked out of the French class till the entire class VIII, including Ramesh, fell at my feet.

As for his grades, where earlier he would barely scrape through he achieved 69 percent in the first test and a whopping 80 in the next. "I'll top and show you the next time ma'am," he'd grinned his cheeky grin that spread itself on his face and touched his eyes. The final exams were still some way off. But this... I stared down at the socks in dismay. The crackling sound had been unmistakable. Drugs? My hands almost flew to my heart.

"You'll find it a challenge, teaching French to the middle school, that is," the Principal had warned as his secretary handed me the appointment letter. I was to learn he meant class VIII. "Some boys are just..." he'd gesticulated wildly in the air and let the words hang there as if in despair.

To be entirely fair to the boy, Ramesh wasn't the only class goon. There were others like Ashish and Sandeep with reputations as black as a buffalo's hide. Ramesh was the only one, however, who'd looked me in the eye as he handed in a blank test paper. "I didn't feel like taking the test ma'am." Just so. Without batting an eyelash. But that was Ramesh.

I had had a heart-to-heart with him just a week ago. This was soon after the Principal had called a meeting and mentioned Ramesh particularly in the context of disciplinary issues.

He was a tornado unleashed on the football field and had great leadership qualities. I intended to make him the monitor of my French class, I told him. Things changed rapidly after that. The class discipline improved - I still won't say dramatically but it improved nonetheless. As for his grades, where earlier he would barely scrape through he achieved 69 percent in the first test and a whopping 80 in the next. "I'll top and show you the next time ma'am," he'd grinned his cheeky grin that spread itself on his face and touched his eyes. The final exams were still some way off. But this... I stared down at the socks in dismay. The crackling sound had been unmistakable. Drugs? My hands almost flew to my heart. I was actually relieved they were wads of notes - ten 500 rupee notes - that I pulled out of his clean pair of socks.

"Aren't you aware that you are not allowed to keep money in the hostel?" I hoped my voice sounded sterner than I felt. If the authorities found out this was it. Which meant it was all over for Ramesh at the much-coveted boarding school. "Does the money belong to you?" He hung his head as if it would drop to the ground any moment. At least the boy was honest in some ways. I knew that Ramesh's father, a highly successful brain surgeon, ran a huge hospital in Delhi. Why did some fathers have to be so careless or plain overindulgent when it came to their children?

"You won't tell anyone, will you ma'am?" There was real fear in his eyes. "We'll see about that," I said taking his socks away all the while wondering if I should report the matter to Mr. Hannah or the Principal. That would be the right thing to do, of course. But it could also mean his having to relinquish all the goodness he'd learnt of late. The following weeks were agonizing. For me and for him. The final exams came upon us sooner than I'd realised. This time

Ramesh stood second in French with 94 percent. The day school broke up I walked up to him holding a parcel in my hand. "Your socks, Ramesh." He looked at me in surprise. "Only don't do it again."

Having moved on in life (and career) I have lost touch with Ramesh. I can only hope that the lesson he'd learnt in school has stayed with him.

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FACULTY PUBLICATIONS

Books

Nagarajan, Hari; Hans P. Binswanger-Mkhize & SS Meenakshisundaran, "Decentralisation and Empowerment for Rural Development", Foundations Books, New Delhi, © 2015, ISBN 978938226478.

Book Chapter

Misra, HK and Panigrahi, S., (2015), E-Governance and Rural-Urban Continuum: Study in Indian Context In book: E-Governance and Urban Policy Design in Developing Countries: Publisher: United Nations Human Settlements Programme (UN-Habitat), Editors: Fabienne Perucca (UN-Habitat) and Peter Sonntagbaeur (Cellent AG), pp.110-122, ISBN Number: (Volume) 978-92-1-132673-4.

Journal Paper

Asmita Vyas, Dr. Rupali Ambadkar & Dr.Jyoti Bhargava, "True and Fair View- A Fact or Illusion in the World of Creative Accounting", International Journal of Multidisciplinary and Current Research, ISSN: 2321-3124, Vol. 3, May-Jun, Pg. 572-575

Biswas, S. N. (2015), "Organizational Behaviour Research in Rural Producers' Cooperatives: A Neglected Domain" International Journal of Rural Management, 11(1), 40-59.

Mitra, S., Yadav, V., Biswas, S. N. (2015), "Child in Need Institute (CINI): Changing Lives of Homeless Children on Railway Stations", South Asian Journal of Business and Management Cases, June, vol. 4 no. 1 122-134. doi: 10.1177/2277977915574045.

Conference/Seminar/Workshop

Prof. Asmita Vyas, Dr. Rupali Ambadkar & Dr.Jyoti Bhargava, "Advantages of Micro finance : Is it reaching the poorest of the Poor in Rural India", Excellent Publishing House, ISBN: 978-93-84935-18-4, International Conference on Evidence Based Management Vol I,pg.34-39.

Prof. Girish Agrawal presented Paper on 'CSR-CFP relationship in India- An idiosyncratic PESTEL context and Research Agenda' in GSCSR 2015 conference organized by IICA New Delhi and IIM Raipur, New Delhi, May 15-16.

Prof. HS. Shylendra (2015) presented a paper on 'Enforcing Rights-Based Interventions: The Experience of MGNREGA' in the International Conference on Local Governments and Rights-Based Development, held at Thiruvananthapuram, May 15-17.

Prof. Jeemol Unni delivered the fifth edition of the Leadership Wisdom Talk on "The Changing Contours of Rural India" at the Kerala Agricultural University, Vellanikkara, Thrissur, March 17, 2015.

_____ addressed the valedictory function of Group 'A' Foundation Programme on "Indian Railways: The next big push for growth" at the National Academy of Indian Railways at Vadodara, April 30, 2015.

_____ attended a GAP Summit as a partner organization and catalyst being organized by the Global Action on Poverty (GAP) held at Ahmedabad, March 12, 2015.

_____ as an Expert Committee Member, ICSSR, attended the Mid-Term Appraisal Conference of its Research Programme on Urban Labour Market at Giri Institute of Development Studies (GIDS), Lucknow, June 26, 2015.

Prof. Ram Manohar Vikas attended conference on 'Transformative Consumer Research', Villanova University, Philadelphia, USA., 31st May to 2nd June.

Prof. Ram Manohar Vikas attended conference on 'Association for Consumer Research Asia Pacific Conference', CUHK Business School, Hong Kong.

Prof. Shambu Prasad presented a paper titled 'Adoption or Adaptation: Issues in diffusing sustainable innovations at the margins in India' at the 2015 Conference of the Canadian Association for the Study of International Development (CASID) at Ontario, in the special panel on "Diffusion of environmental innovations among MSMEs: learning across disciplines", Canada, June 3-5.

_____ was co-organizer of workshop on '**Producers Collectives and Livelihoods: Exploring Issues for Research and Policy**' organized by Centre for Sustainable Livelihoods in collaboration with Basix May 10-11.

_____ was co-organizer of the workshop on 'Tribal Livelihoods in Udaipur: Sharing Experience and Learnings' at IIM, Udaipur on June and delivered a talk on "Co-creating New Practice: Experiences of Livelihoods MANTHAN".

Case Study

Paresh Bhatt, "Suneeta Laboratories Limited Budgetary Control, an effective Management Control System Case", teaching note and teaching note supplement, Case Centre, UK (Erstwhile European Case Clearing House, UK), Case Ref. No.115-025-1 / 8 / 9, May 18.

Other engagements/Meetings/Nominations

Prof. Girish Agrawal attended Meeting of Indo American Chamber of Conference on 'Corporate Social Responsibility: Beyond Compliance - One year on...State of the Mission', Mumbai on April 7.

Prof. Girish Agrawal delivered lecture to senior management personnel of ONGC on 'CSR and Governance in Context of Companies Law 2013', Cambay in June.

Prof. HK Misra chaired a Panel Discussion on 'Transacting Yan Dhan Yojana, Transparency and Empowerment', Conference Held in Lucknow, organized by Forum for Inclusive Financial Services (FIFS) on May 26.

_____ Reviewer for the Elsevier Journal on "Government Information Quarterly"

_____ Reviewer for the Journal on Community Informatics – Canada

Prof. HS. Shylendra nominated as external examiner for Ph.D Thesis in Political Science, University of Mysore, June.

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

_____ participated in the Jana-Mana contact programme of Government of Karnataka and Development Programme Participants held in Mysore on June 27.

_____ participated at a meeting to formulate response to the JPC and the Ordinance on Land Bill, 2015 organized by Jameen Adhikar Andolan, Gujarat (JAAG), at Khet Bhavan, Ahmedabad, on June 5.

Prof. Shambu Prasad was invited to the Tata Institute of Social Sciences as reviewer for the external examination of the thesis "The Development of Social Innovations in Social Entrepreneurship" Conceptual Considerations and Empirical Investigations" at the School of Management and Labour Studies on May 8.

IRMA Seminars

Dr Bhaskar Chatterjee, DG & CEO, Indian Institute of Corporate Affairs, Haryana, "Corporate Social Responsibility: What, Why, How and Challenges Ahead" on April 17.

Mr Arun Kumar, Department of Organisation, Work and Technology, Lancaster University, UK, "History of Management: Management of History" on April 20.

Dr. Pravesh Sharma, IAS officer of Odisha cadre and CEO of Small Farmers' Agri-Business Consortium (SFAC), "The Changing Face of Agriculture and Role of Farmers' collectives" on May 11.

Mr. Devinder Sharma, Blog: Ground Reality, <http://devinder-sharma.blogspot.com/> "Agriculture Crisis in India: The Way Forward" on May 14.

Mr. Devinder Sharma, "The Science, Politics and Business of GM Crops in Third World" on May 15.

Prof. Devi Prasad Juvvadi, Director (Agriculture Management), Centre for Good Governance, Hyderabad, "Governance for 21st Century Agriculture Challenges" on June 2.

Prof. H.S. Shylendra, Professor, Institute of Rural Management, Anand, "Enforcing Rights-Based Interventions: The Experience of MGNREGA" on June 4.

FPRM Doctoral Colloquium

Satyendra Nath Mishra, "Policy Implementation and Institutional Dynamics: A Study of Jatropha Based Biofuel Policy in Chhattisgarh, India on May 13.

Joseph Kalassery, "Organization through Mobility lens: Case Study of a Development Organization: A thesis" on May 29.

IRMA Working Paper

IRMA Working Paper can be downloaded for free from:

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

Harekrishna Misra, "Relevance of Measurements in E-Governance: Software Engineering Perspectives in Indian Context", Working paper No.272

Pramod K. Singh and Harpalsinh Chudasama, “Assessing Impacts and Community Preparedness to Cyclones in the Eastern Coast of India”, Working Paper No. 273

Pramod K. Singh and Harpalsinh Chudasama, “Developing Drought Resilient Livelihoods: A Fuzzy Cognitive Mapping Approach”, Working Paper No. 274

On-Campus MDPs
(April 2015 – June 2015)

Title of the Programme	Dates	Co-ordinator(s)
Improving Organizational Social Performance in CSR Domain - IRMA-IICA New Delhi Joint Certification Programme	April 13 - 17, 2015	Prof. Girish Kumar Agrawal
Design Thinking for Social Innovation	April 20 - 22, 2015	Prof. Vanita Yadav
INNOVATION - A Strategic Imperative to Business	May 4 - 5, 2015	Mr. AB Raju
Operational Excellence and Lean Simplified for Survival and Growth	May 18 - 19, 2015	Mr. AB Raju
IRMA Impact Evaluation Summer School 2015 (A Training Programme to Build Research Capacity in Impact Evaluation)	May 18 - 23, 2015	Prof. Vivek Pandey
Materials Management and Inventory Control	May 25 - 27, 2015	Prof. Monark Bag
Team Building	June 9 - 12, 2015	Prof. Saswata Narayan Biswas
PERT/CPM Techniques	June 18 - 19, 2015	Prof. Girish Kumar Agrawal
Financial Decisions (Strengthening Tools)	June 23 - 26, 2015	Prof. Paresch J Bhatt, Prof. Asmita Vyas, Prof. Rakesh Arrawatia
Leadership Development Programme with a Global Touch	June 26 - 27, 2015	Mr. Anish Baheti

Off-Campus Management Development Programmes (April 2015 – June 2015)

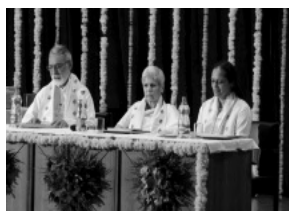
Sr. No.	Title of the Programme	Dates	Coordinator(s)	Host
1	Project Management & Team Building	May 21-26,2015	Prof. Hitesh Bhatt	FES
2	General Management Development Programme	May 27-30,2015	Prof. Hitesh Bhatt	Kudumbashree
3	Capacity Building Prog on Disaster Mgt	May 06-08,2015	Prof.Ram Manohar Vikas	Assam State Disaster Management Authority

IRMA's Forthcoming MDPs during Oct-Dec. 2015

S. No.	Title of the Program	Dates	Coordinator(s)
1	Team Building	Oct 6-9, 2015	SN Biswas
2	Fundamentals of Innovation Management	Oct 12-14, 2015	Hitesh V Bhatt Davinder Singh
3	Financial Control in Cooperatives	Oct 13-16, 2015	Paresh J Bhatt Asmita H Vyas Rakesh R Arrawatia
4	Strategic Corporate Responsibility	Oct 27-30, 2015	Girish K Agrawal
5	Design Thinking for Social Innovation	Nov 2-4, 2015	Vanita Yadav
6	Finance for Non Finance Executives	Nov 24-27, 2015	Paresh J Bhatt Asmita H Vyas Rakesh R Arrawatia
7	Qualitative and Quantitative Research Methods	Nov 26-28, 2015	Shyam Singh Indranil De
8	Livelihood Enhancement and Micro Enterprise Development through Community Participation	Nov 30-Dec 4, 2015	Pramod K Singh
9	Strategy Implementation by Balance Score Card	Dec 1-4, 2015	Girish K Agrawal
10	Six Sigma for Business Excellence	Dec 3-5, 2015	Monark Bag
11	Strategic Distribution and Channel Management	Dec 17-19, 2015	Pratik Modi

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IRMA Convocation



IRMA held its 34th Annual Convocation on April 25, 2015. The event featured eminent industrialist, philanthropist, and Rajya Sabha Member Ms. Anu Agha as Chief Guest.



Prof. Jeemol Unni, Director, welcoming the Chief Guest along with the Board of

Governors, press, invitees, faculty, graduating students and their parents underscored some of the institute's highlights for the academic year including the GCMMF's (Gujarat Cooperative Milk Marketing Federation's) launching the Dr. Verghese Kurien Centre for Excellence in order to facilitate research in dairy management, cooperatives, and producer organizations in agriculture and related fields.

She also touched upon the National Bank for Agriculture and Rural Development's (NABARD's) launching the NABARD Chair Unit at IRMA with the objective of encouraging applied and empirical research to promote agriculture and rural development while broadening perceptions and gaining insights in these areas at the same time.

The Chief Guest, Ms. Anu Agha commended IRMA's graduating students saying, "It is refreshing to be among young people who have opted to deal with the real India instead of running after perks and packages."

Referring to the lessons life had taught her she spoke about the importance of determination in holding onto one's faith contrary "expert" opinions notwithstanding. While planning was essential, she said, one needed to account for destiny and remain flexible accordingly. Touching upon education being the one thing that cannot be misappropriated, she emphasized the paramountcy of humility given life's unpredictability.

The third lesson life had taught her was about not taking one's health for granted but working tirelessly towards improving it.

Shri Deep Joshi, Chairman of IRMA, addressing the students said, "(IRMA) is unique because it was built around a new imagination, a new discipline... dedicated to educating professionals to serve the rural, the neglected two-thirds of India." He went on to emphasize that, "...there is a need for much greater public support, from philanthropies, CSR and government policies..."

A total of 157 PRM participants and two FPRM participants graduated this year. Praveen N, who had topped his batch of PRM 34, was awarded the prestigious Kuchibhotla Vasanthi Gold Medal by the Chief Guest. The medal, it may be recalled, is eponymously named after a former PRM participant whose life was short-circuited in a tragic accident many years ago.

Shaleen Arora, another PRM 34 participant, won the Prof. Shiladitya Memorial Prize for best performance in Financial Management while five PRM participants were awarded the Shri Ratan Tata Trust (SRTT) scholarships for having emerged as top performers in their first year. These awards were distributed at a function held at IRMA a day before the convocation. The student magazine, Terra Firma, was released by the Superintendent of Police (Anand), Shri Ashok Kumar.



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