

S P A R S H

THE
TOUCH OF
NIM



Vol.2 No. 1
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Abhivyakti - Expressions

Dear Readers,

We are happy to inform you that in a short span of four years Nirma Institute of Management has already earned a national distinction of excellence by being rated as an "A+" Business Schools in a recently conducted exhaustive survey by Business India. With over seven hundred AICTE approved Business Schools and numerous other Management institutions in the country to be in top thirty is a matter of great personal satisfaction. Roughly speaking NIM now ranks in the top three percentile of Business Schools in the country. I thank all friends of NIM for their support and encouragement in bringing NIM to this level in such a short span of time.

As we enter the fifth year of our life, we are yet launching many more initiatives. To serve the professional needs of executives, managers and entrepreneurs of Ahmedabad, our Institute has launched "Executive Club of Ahmedabad" to provide a platform for professional development and growth. This year the unique 24-Sunday Executive Diploma Programmes in Marketing, Finance, HRM and IT are in collaboration with New Mexico State University, College of Business and Economics. The HR Week 2000 (October 2-6, 2000) is planned on the theme "HRM as a Competitive Strategy."

A set of twenty-two short-term Management Development Programmes are planned this year to foster relationship with industry and meet their professional needs. The Institute will organize its next Institute Lecture on October 14, 2000 by Mr. P. V. Narasimham, CMD of IFCI.

NIM's Third Annual Convocation address was delivered by Mr. Keki Dadiseth, the then Chairman of HLL. His sheer presence at our campus electrified the industry atmosphere all over the country. It was beyond imagination for most of us that one would see Dadiseth and Karasanbhai sharing the same platform and exchanging views of common interest. Industry arch rivals - as widely perceived - has so much to share. Such are the miracles of academia!

Please keep in touch and tell us how do we reach the top!

Thank you.

Omprakash K. Gupta
Director

Editors

H. Anil Kumar
N. V. Prabhu

Inside the issue

Manthan	2	Samiksha	4
Utthaan	7	Unnatti	8
Spadan/Puraskar	9	Sampark	10
Amantran	11	Aagami	11

Manthan

Forum for intellectual stimulation

Third Annual Convocation (April 5, 2000)



The third annual convocation of the Institute was held on April 5, 2000. Mr. K.B. Dadiseth, the then Chairman of Hindustan Lever Ltd. delivered the convocation address. During his enthralling address, Mr. Dadiseth noted the arrival of the "ideas economy" on the world stage. He further said, "The success that you see around you today is the result of ideas. Ideas are born out of imagination and passion, as Sabeer Bhatia showed us so spectacularly with Hotmail or Rajesh Jain with indiaworld."

Shri Karsanbhai K. Patel, the Chairman of the Institute conferred the Post-Graduate Diploma in Management on 57 full-time students and 33 evening students on the day. The following students were given awards for their scholastic performance in various specialization courses in management.

Full-time programme

Overall Scholastic Performance

First Rank	Shamil V.Chotai
Second Rank	M. Ram Vinayak
Third Rank	K.V.P. Nageshwar

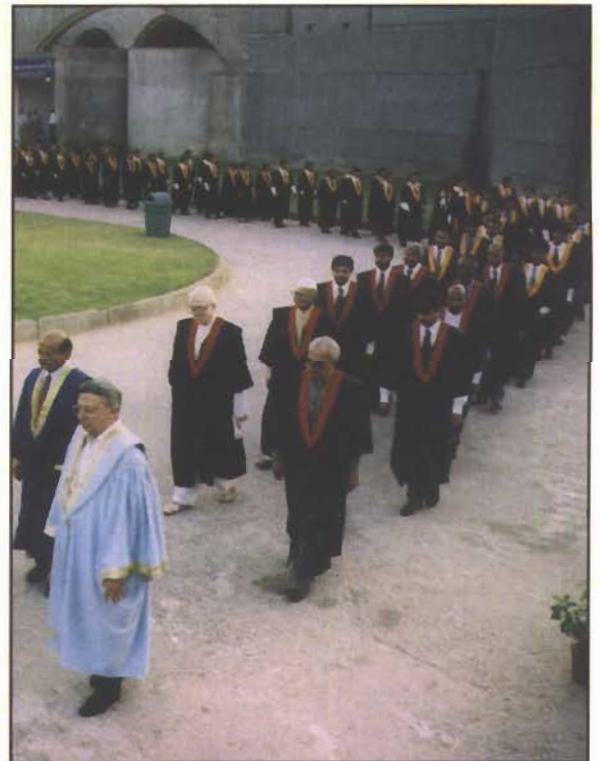
Scholastic Performance Marketing	M. Ram Vinayak
Scholastic Performance Finance	Shamil V.Chotai
Scholastic Performance IT	Krupa Desai
Scholastic Performance HRM	K. Madhuri
Best Student of the Class of 2000	Aarthi Kuppuswamy

Evening programme

Overall Scholastic Performance

First Rank	Ashish J.Dave
Second Rank	Falgun S.Shah
Third Rank	Bhavan M.Patel

Scholastic Performance Finance	Falgun S.Shah
Scholastic Performance IT	Ashish J.Dave
Scholastic Performance HRM	Kapil M.Mittal
Best Student of the Class of 2000	Falgun Shah



Management Development Programmes (2000-2001)

Of the twenty-four management development programmes planned for the calendar year 2000-2001 the following programmes have already been successfully concluded with participation from a cross section of the industry.

5-Day MBA designed to provide an overview of management to the participants (August 8-12, 2000). Complaints Handling as Marketing Strategy aimed to provide the participants an understanding of complaints as an important customer interface and develop a strategy based on complaints received (August 17-19, 2000).

Marketing of Services dealing with topics like managing demand, positioning and targeting services, service failure recovery and communication and marketing of services (August 31 - September 2, 2000).

Finance & Accounting for Non-finance Executives providing inputs on accounting mechanics, anatomy of balance sheet, funds and cash flows, working capital management, project evaluation and investment decision, security analysis and stock market mechanics and finance and corporate taxes (September 14-16, 2000).

Everybody Wins: Negotiating Skills for Managers exposing participants to concepts like mapping the territory, preparing for negotiation, forcing and fostering strategies, integrative outcome, negotiating in dyadic team, inter-group and inter-organizational settings (September 21-23, 2000).

Institute Seminar Series

Dr. Shyam S. Lodha, Professor of Marketing and International Business, Southern Connecticut State University, U.S.A, delivered on July 17, 2000, the twelfth seminar in the above series on "Managing Success Through People."

The thirteenth seminar in the series was delivered by Mr. P. Basu, IAS, Principal Secretary, Forest and Environment Department, Government of Gujarat on September 23, 2000. Mr. Basu spoke on "Forest and Environment."

A workshop on Research in Business and Management for the faculty and Fellow Programme students of the Institute was conducted by Dr. Gopal Iyer, Professor at Florida Atlantic University, U.S.A. The workshop focussed on conducting and publishing academic research and was followed by doctoral dissertation seminar.

Dr. C.M. Sashi, Associate Dean, College of Business, Florida Atlantic University visited the Institute on August 3, 2000. During the visit he met the faculty and fellow programme students of Institute and shared his views on the business and management education system in U.S.A. He also expressed the readiness of his business school in the US to collaborate with NIM in areas of mutual interest.

NIM Working Paper Series

The following working papers were released during the quarter:

"The Principle of Equivalence: An Ethical Approach to Package Downsizing" by Omprakash K.Gupta, and Anna S. Rominger (WP-002, August 2000).

"Organisational Ethnicity and Ethnic Sensitivity of Organisations" by Nina Muncherji

"For, Ahmedabad has its own hero. It was Karsanbhai's great vision that opened out a huge market for value detergents in India. He saw what others could not and as events have unfolded, he has demonstrated great integrity of imagination and vision. An unbeatable combination. Karsanbhai, I salute you for this achievement."

Shri K.B. Dadiseth
Chairman,
Hindustan Lever Limited

SAMIKSHA

B-SCHOOLS IN INDIA: An insider-view by N. V. Prabhu, Placement Manager, NIM

The IT revolution and the globalization of business that we began experiencing towards the end of the last millenium have, among other things, considerably pushed up demand for knowledge workers. Consequently, the demand for MBAs has also increased manifold. Most corporates in India are now looking for MBA or its equivalent for manning both its line and functional positions as evidenced by their recruitment ads and their increasing presence at the campuses of premier and upcoming management schools in the country. This, indeed, is good news for our youth aspiring to take up MBA or its equivalent as a preferred profession. The bad news however is that there are striking disparities in the levels of salaries and positions offered to graduates of different b-schools. The disparities in salaries are so wide that average salary offered to a graduate of premier management is as high as Rs. 6 lacs per annum while that offered to a graduate of a lesser known b-school is as low as Rs. 0.6 lacs per annum. There could possibly be two major reasons for the price disparity; one the difference in quality and the second excess supply of management graduates. For the sake of convenience, we take up the latter first for discussion.

While it is difficult to lay hands on any reliable data on the increasing corporate demand for MBAs, data on supply side is readily available from authentic sources. There are over 700 privately and publicly funded b-schools that are offering MBA or its equivalent as approved by AICTE. This means that considering an average batch size of 60 students, every year a minimum 42000 graduates are out in the market. Does this aggregated annual output of b-schools far exceed the effective demand of the Indian corporates? This gap does not augur well for several thousand young graduates churned out by these b-schools every year in general and for the glamorous profession of Management in particular. The

desperation among the unemployed graduates and consequently their readiness for settling for any price and position offered by the employers who tend to exploit the situation, takes the shine away from the profession. My discreet reference to employers' exploitative tendency is based on my own personal experience and knowledge of the market in my brief but quite a challenging career as Placement Manager of an upcoming management school. With MBAs so cheaply available in the market, corporates tend to hire them for low key jobs like field sales, market surveys, customer relations and support, data collection and computation, etc., for which they would have otherwise recruited non-MBAs.

I would be doing injustice to my analysis if I hold the demand and supply factor singularly responsible for the disparities in salaries

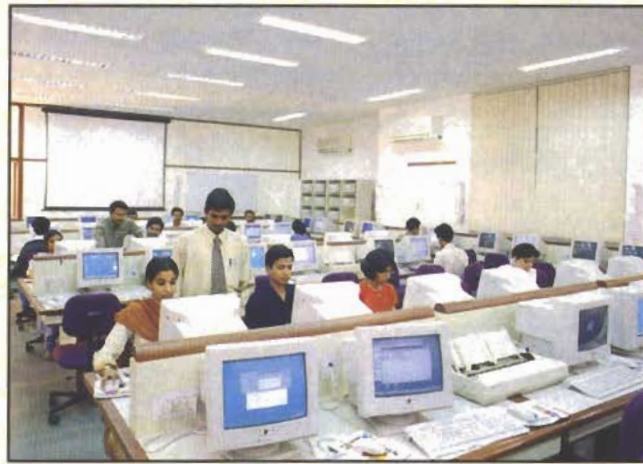
and positions offered to the management graduates of different schools. If you discount the reputation and branding factors associated with the few top ranking premier b-schools, the next immediate candidate for scrutiny is the 'quality' of the products of the new schools where some soul-searching needs to be done. Are the graduates of the premier management schools so qualitatively different that such large-scale disparities in the compensation packages stand justified? We need to go a little deeper and identify what factors affect the quality of the graduates of these privately run b-schools.

Today if you look at the curriculum structures of most of the b-schools, you could observe that they are hardly any different from each other. They all follow a set pattern of syllabus and pedagogy. There are no major changes in the content and approach that make the difference in the quality by themselves. If, however, a few schools come up with new innovative ideas to cater to the changing corporate demands, others are quick to adopt them too. The question then arises is what factors account for the difference.



Interestingly, Business India's issue of September 18 to October 2, 2000 which includes an extensive article on "India's Best B-Schools" has become quite handy to answer the above question. They have ranked top ten business schools and the next 20 best schools in the country. The key parameters used by BI to evaluate the schools are a) facilities to augment learning, b) intellectual capital and faculty, c) industry interface, d) infrastructure, e) placement and f) growth. These rating criteria appear quite logical and convincing. B-schools that perform well on these criteria are the ones most sought after by the corporates for campus recruitment. They offer hefty pay packets to lure the graduates of these schools, and this is what accounts for the large variation in the compensation packages offered to the graduates of different schools on account of quality.

Let us now peep into the reasons why a majority of the 700 odd b-schools in the country are unable to perform satisfactorily on the above parameters. In the late 80s to the late 90s spanning a decade AICTE has been quite liberal in giving permission to new b-schools. A vast number of them were self-financed institutions and rest of them were either publicly funded or were dependent on university grants. Of this lot, publicly funded b-schools were lucky enough, because their requirement for initial capital outlay for setting up state-of-the-art infrastructure was met largely from the exchequer. With a stamp of the government and all the positive attributes associated with it, they also did not face much of a problem in attracting a pool of talent which forms the critical mass of faculty for a b-school. In a market place where everything sells on 'brand equity' the importance of the advantages received by these institutions in retaining the brand name of their predecessors, who have been in the business of management education for decades, could not be underplayed. This does not mean that we should take the shine away from the achievements of these b-schools, but when a comparison is made these factors cannot be overlooked.



The b-schools dependent on University grants happened to be the poor cousins of the publicly aided b-schools because they had to operate on skimpy budgets and were found wanting on almost all key parameters used to evaluate b-schools. Their names are also associated with the poor images of the universities they are affiliated to. It could therefore be concluded that the rate of failure in this segment is fairly high.

The focus now shifts to self-financed institutions, which probably represent the majority category, only 11 of which could find entry into the list of 30 best b-schools in the survey published by Business India. Self-financed b-schools have their own tales of woes to narrate. They are promoted normally by educational trusts, both established and new, mostly lured by the increasing commercial prospects evident in the venture. Though they managed to obtain the much-needed AICTE approval, they soon find themselves quite disappointed. AICTE norms and more significantly the

market induced parameters as have been used by Business India for example, soon put them in a tight spot. On one hand, they face an imminent threat of withdrawal of permission by the all-powerful body AICTE, which, of late appears to have come under certain amount of censure for its past act of granting permission to b-schools indiscriminately and are now under pressure to clean up the act. Suddenly, they find the AICTE norms too cumbersome to follow. Among other things, AICTE norms demand certain basic infrastructure in place, in terms of library, computer center, classrooms, hostel etc., and a certain level of intellectual capital, which these b-schools find hard to adhere to. These would call for financial and manpower investments which these schools find are out of their reach. On the other, they are swayed by the spectre of competition and rising levels of their students' expectations and come under tremendous pressure to deliver.

These b-schools find themselves in a quagmire of troubles; the commercial sense they once saw in the b-school venture is soon seen evaporating, and they have to battle hard for survival. With their skills in

manipulating government machinery, they might be able to somehow pacify AICTE temporarily, but there is no ready-made remedy for market-driven onslaught. The results: poor quality products (graduates) and a high rate of mortality among the b-schools. Who is to be held responsible for this disappointing trend: AICTE, the government machinery to check proliferation of such b-schools, unscrupulous promoters, the glamour about MBA, the corporates who offer astronomical sums to graduates of some of the elitist b-schools? It is difficult to exactly fix the blame on a single player; may be all have a share, but in varying proportions.

When it comes to self-financed b-schools strongly backed by powerful corporate houses, the scene becomes a bit rosier. Examples: SP Jain Institute of Management, Jamnalal Bajaj Institute, Institute of Management Technology, Nirma Institute of Management, to name a few of the existing b-schools.

These institutions thrive on corporate support, comfortable on infrastructure and have the potential to attract the initial critical mass of faculty. But the job is only half done; they have to create an academic ambience, build on intellectual capital, sustain the initial advantages, lock horns with the premier and established b-schools, establish linkages with the corporates and convince them that they have quality products to offer and have to cautiously walk past the slippery ground. Many corporates jumping on to the bandwagon of setting up business schools, may soon be dismayed to find that managing b-schools is a different ball-game. It calls for a different set of management skills. The results in such cases could be both encouraging and disappointing. Nirma Institute of Management where the author is currently employed is a classic case of success. Established barely 4 years ago, the Institute is rated among the top 30 b-schools in the country by Business India. The secret: powerful vision and mission, commitment of the promoters to the cause reflected by willingness to invest heavily in infrastructure and people, understanding and adapting to the typical needs of academia in terms of autonomy and support.

Having drawn heavily from the survey of Business India, in this reflective article of mine, I wish to dwell a

bit upon the survey itself. Firstly, I congratulate Business India, All India Management Association and MDRA the rating agency involved in the evaluation process, for presenting such a wonderful guide to the young aspirants of MBAs and the corporates who are out to recruit MBAs. The survey involved visits to 300 plus b-schools for validation of the responses; an enormous and painstaking task indeed! The methodology is quite scientific and convincing, and the entire exercise is very transparent.

The following are some of the factors, in my opinion, have not been given due consideration in the methodology used for the survey. age of the b-schools the status of the b-schools (whether publicly funded or self-financed) activities aimed at providing global orientation to the students.

Another point of discord could relate to allocation of 400 points to 'Placement', second only to 'Intellectual capital and faculty', which has been assigned 550 points. The 550 points under the latter category have been distributed over 7 sub-parameters where the 400 points under Placement are distributed over only 3 sub-parameters. This shows that Placement is the

most predominant criterion used in evaluating the b-schools. There is a problem in assigning so much significance to this activity. The objectives of Business India and All India Management Association are certainly met as long as the results of the survey provide a useful guide to the students and corporates. One should remember that there is a third party, that is the

business schools themselves whose interest is also equally at stake. Many of the corporates depend on the ratings done by reputed magazines like Business India, Business Today etc., to take a decision on which campuses to visit for recruitment because they have no other effective mechanisms to verify the competing claims made by the b-schools. By implication it therefore means that such surveys, to a large extent, influence the decisions of the corporate on selection of b-school campuses for recruitment. Under these circumstances, if the past placement record of a b-school itself is taken as a major parameter, the school will find it hard to make it to the list of the top b-schools despite its excellent performance on other parameters. This concern, I strongly, feel needs to be addressed while designing the methodology for future surveys by such agencies.



Utthaan

Human Resource Development

The faculty and staff of NIM have always been active in professional pursuits like attending conferences, workshops, training programmes, and presenting papers.

Dr. K.S.S. Rao from the Area of Quantitative Management has been promoted as Assistant Professor. Mr. G.R. Nair, Programme Manager has been promoted as Administrative Manager.

Dr. Omprakash K. Gupta delivered a special lecture on 'Digitalisation in India, India: An IT Superpower?' at 2000 MIS/OA International Conference (June 8-10, 2000) held in Seoul, Korea. He was also a special invitee at the 11th International Symposium on Inventories (August 20-25, 2000) held at Budapest, Hungary. Dr. Gupta was invited by Rotary Club of Ahmedabad where he delivered a talk on 'Social Responsibility of Young Managers' (September 12, 2000).

Federation of Indian Chambers of Commerce and Industry (FICCI) invited Prof. Abhijit Bhattacharya, member of the Africa Interest Group of FICCI, to participate in the discussions with the Nigerian delegation, including Heads of three Nigerian States, on August 16, 2000 in New Delhi.

Prof. Abhijit Bhattacharya and Prof. H. Anil Kumar were invited by NEDFi (North Eastern Development Finance Corporation Ltd.), Guwahati to conduct an in-house programme on "IT applications in the Tea Industry" on August 10, 2000. Thirty-nine participants from various tea companies, brokers, agents, auction centers, and consultants attended the programme.

A group of 55 senior teachers of various colleges from Gujarat, Maharashtra and Madhya Pradesh attended a one-day programme at the Institute on September 25, 2000 as part of the UGC Refresher Course. The programme at NIM focussed on Growth Management and Information Management for Management Educators. The sessions were taken by Prof.

Omprakash K. Gupta, Prof. Abhijit Bhattacharya and Prof. H. Anil Kumar.

Prof. Nina Muncherji was invited to take sessions on Decision-Making, Team Building and Motivation for the middle level managers of Indo Gulf Corporation (A Unit of Birla Copper). She also coordinated an in-house training programme on 'Managing Negotiations' for the marketing team of Gujarat Heavy Chemicals Ltd., Ahmedabad on September 13-14, 2000. The other faculty involved in the programme were Pro. P.K. Yadav and Prof. Pramod Verma.

Prof. K.S.S. Rao published an article titled "Brand Preference and Customer Satisfaction in Two Wheeler Automobile Industry" in Sankalpa, The Journal for Management Development and Application, Vol. VIII, No.1, Jan-Jun, 2000.

Prof. Devashish Das Gupta presented a paper on "The Indian Rural Market: A Researcher's Perspective" at Marketing Summit 2000 (September 15-16, 2000) organized by Department of Management, Birla Institute of Technology, Ranchi. The paper was also published in the proceedings of the conference.

Prof. M. Mallikarjun was elected as member of the Governing Council (2000-2001) of Regional Science Association, India.

NIM also nominated several of its faculty members to participate in specialized programmes organized by outside agencies.

At the Standing Advisory Committee Meeting of Nirma-Gujarat Chamber of Commerce and Industry (NGBIC) on September 8, 2000 where Prof. H. Anil Kumar of NIM was a special invitee, it was decided that a delegation of NGBIC visit NIM Library Resource Center to study and discuss collaborative opportunities. Accordingly the delegation visited NIM campus on September 13, 2000 and certain areas of collaboration have been identified. As a first step in this direction NGBIC has nominated three of their staff for undergoing training at the NIM Library Resource Center. As a goodwill gesture GCCI has offered its free membership to NIM.

Unnatti **Developments at NIM**

NIM A+ Business School

In a recent extensive survey of B-Schools carried out by Business India and All India Management Association, NIM has been rated as an A+ business school and is among the top 30 in the country. Established barely four years ago, the Institute is the youngest B-school in the list. The NIM community is quite proud of this achievement. The parameters on which NIM stands out are:

NIM is the youngest B-school among the top thirty.
NIM is one of the few self-financed institutions to have achieved the distinction.
NIM scores high on intellectual capital, infrastructure, student-faculty ratio, student-computer ratio, classrooms, etc.
NIM's library resource centre.
NIM adopts an innovative curriculum.

International Tie-ups

Prof. Subhash Ray, Economist, University of Connecticut, USA, is on a Fulbright Scholarship to India (September-December 2000). He is teaching a highly specialized course on Data Envelopment Analysis.



NIM's Director, Dr. Omprakash K. Gupta, during his recent visit to the US has held discussions with several leading business schools there for fostering partnerships. These include University of Southern Connecticut State University,

Columbia University, Florida Atlantic University, Florida International University, New Mexico State University, Indiana University, Northwest, New York University, Fairleigh Dickinson University, University of Connecticut, etc. In addition to these universities he also visited Hangyang University in S. Korea and Budapest University of Economics, Hungary for collaborative arrangements.

The following faculty joined NIM recently:
Economics and Finance: Prof. T.R. Bishnoi (IFCI Chair in Industrial Economics and Finance), Prof. Debasish Gosh, Prof. Viniti Agarwal and Prof. Justin Paul.
Organisational Behaviour: Prof. Satish C. Pandey.
Information Technology: Prof. Laxman Mohanty.
Manager (MDP): Mr. Prateek Kanchan

Executive Club of Ahmedabad (ECA)

Nirma Institute of Management has taken bold initiative in launching Executive Club of Ahmedabad (ECA). The club was formally inaugurated by Shri Pankajbhai R. Patel, Managing Director, Cadila Zydus Group on September 29, 2000. ECA was set up with an objective to provide a forum for exchange of knowledge, sharing of experience, and professional networking among the executives, managers, management professionals, management educators and entrepreneurs. The response to this initiative has been overwhelming with over hundred individual members and a dozen corporates taking up membership in the initial phase.

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Spandan Student Activities

finesse The Finance Club of NIM organized a seminar on "An introduction to personal tax and investment planning" on July 31, 2000. The talk was delivered by Mr. Mukesh Patel, Former President of Gujarat Chamber of Commerce and Industry and a leading expert in taxation and law. *finesse* has also launched a newsletter '**Brasstacks**' in August 2000. Brasstacks aims to provide a platform for industry-institute interaction and includes a majority of the articles written and edited by the students.



Students have also formed IT club called **Clique** and Marketing club Niche.

A team of four students (PGP-II) Milind, Harsh, Premdeep, and Vishal represented the Institute at the 'AIMA-Infosys Student Management Game 2000.' The team was the winner in the west zone regional games conducted at Indore on August 18-19, 2000. The team also participated in the national finals at Delhi on September 23, 2000.

SPIC-MACAY (Society for Promotion of Indian Classical Music and Culture Amongst Youth) Ahmedabad Chapter, organized 'Nrutyotsav 2000' (Dance Festival). Shrimati Darshana Jhaveri and her troupe enthralled the audience with their Manipuri dance performance as a part of the Dance Festival on September 7, 2000 at NIM campus.

Puraskar The Awards

In continuation of the tradition established at NIM, the Institute recognized the excellent services rendered by its faculty and staff. Shri Ambubhai M.Patel, Managing Trustee of Nirma Education and Research Foundation gave away the following awards on April 4, 2000:

Best Faculty (1999-2000)

Prof. M. Mallikarjun

Best Visiting Faculty (1999-2000)

Prof. Victor Saldana

Outstanding Faculty

Prof. Nina Muncherji

Excellent Performer (1999-2000)

Ms. Celine Narayan

Excellent Performer (1999-2000)

Mr. Rohit Gosai

Most Valuable Person

Mr. H. Anil Kumar

Sampark The Library Development Initiative

46th All India Library Conference of Indian Library Association (January 3-6, 2001)

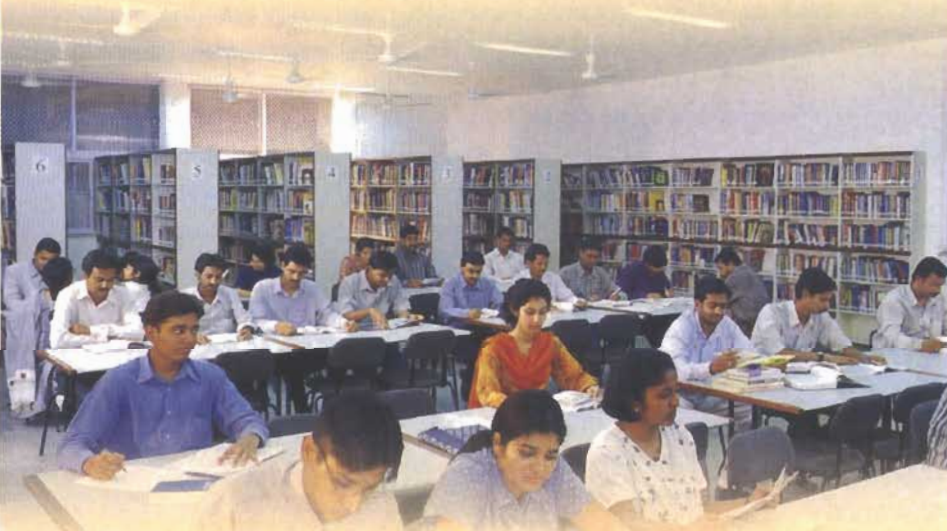
Nirma Institute of Management will host the 46th All India Library Conference of the Indian Library Association (ILA) at its campus during January 3-6, 2001. ILA is the apex professional association of library and information professionals in the country. With a membership of over 2,500 individual members and 150 institutional members, ILA is also a member of the International Federation of Library Associations and encourages foreign participation in all its activities. It is the first time that a self-financed B-school is undertaking such an initiative. Onward Education, a company dedicated to education, is sponsoring the event. It is expected that over 400 delegates from all over the country will be participating in the conference at Ahmedabad, venue being the choice for the first time. Prof. Omprakash K. Gupta, Director of NIM is the President of the Conference and Prof. H. Anil Kumar is the Organizing Secretary of the conference.

**46th All India Conference of
Indian Library Association**

*Theme: Quality Assurance in Library and Information Services:
The need of the hour for survival*


January 3-6, 2001

Venue
Nirma Institute of Management, Ahmedabad



Host
Nirma Institute of Management

Sponsor
Onward Education Pvt. Ltd.



Aamantran Invitation

Dear Readers,

Sparsh, the Touch of NIM, is a reflection of happenings on the campus and expression of our inner thoughts and aspirations.

Sparsh editorial team invites readers to contribute in the form of suggestions, comments, criticisms and queries and make Sparsh a better reading experience. We take this opportunity to thank all those who have sent in their valuable suggestions so far, some of which have been extremely useful in improving the quality of this issue.

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Aagami The Forthcoming Events

HR WEEK - 2000

The HR Week 2000, third in the series, is being organized during October 2-6, 2000 at the Institute campus. HR heads of Hindustan Lever, Britannia Industries, Datamatics Corporation, Hyundai, Siemens, Mahindra & Mahindra, Super Gas, ONGC, etc are likely to participate in this mega event on Human Resource Management. The theme of the convention is "HRM as a Competitive Strategy."

Institute of Lecture Series

The fifth lecture in this series is scheduled on the October 14, 2000 at NIM campus. Shri Narasimhan Chairman and Managing Director of Industrial Finance Corporation of India, New Delhi has kindly agreed to deliver the lecture. The topic of the lecture is "The Role of Banking in the Emerging Scenario."

NIM Invites Applications for the Following Programmes

Sixth Post-Graduate Diploma in Management (PGDM) Programme (2001-2003)

Eligibility: A three years bachelor's degree in any discipline with a minimum of 50% aggregate marks. Candidates are required to take the CAT to be conducted by IIM's on December 10, 2000 last date for submitting NIM application forms is 9.12.2000

Fellow Programme in Management (FPM)

The residential doctoral-level programme is designed to prepare young and women for challenging careers in teaching, research and consulting. Participants will be provided a fellowship of Rs. 4,000/- p.m. Written test will be conducted at selected centres.

Last Date: December 9, 2000

Executive Diploma Programmes (2000-2001)

In collaboration with New Mexico State University, USA, this unique 24-Sunday programme is being offered in Marketing, Finance, Human Resource Management and Information Technology. Last Date: October 10, 2000

The Forthcoming Management Development Programmes

PROGRAMME TITLE	PROGRAMME DATE	FEE	
		Non-residential	Residential
Knowledge Management	October 20-21, 2000	4000.00	5500.00
Business Management for SSI's: Post Liberalization Success Strategies	November 9-11, 2000	4000.00	6000.00
How to start and manage a small internet company	November 16-18, 2000	4500.00	6500.00
Mergers, Acquisitions & Corporate Restructuring	November 30, 2000-December 2, 2000	6000.00	8000.00
Opportunities & Challenges for Indian Textile in the New World Order	December 7-9, 2000	6000.00	8000.00
WTO and its Implications	December 27-29, 2000	6000.00	8000.00
Training Methods for Management Educators	December 28-30, 2000	1900.00	3900.00
Managing B-Schools in the 21st Century	January 6-7, 2001	8000.00	10000.00
Supply Chain Management	January 8-10, 2001	4000.00	6000.00
Business Opportunities in CIS and Eastern Europe	January 11-13, 2001	6000.00	8000.00
Effective Field Sales Management in the Pharmaceutical Industry	January 18-20, 2001	6000.00	8000.00
Research Methodology for Management Teachers	February 12-14, 2000	1900.00	3900.00
Developing Effective Sales & Marketing Strategies in an Intensive Competitive Environment	February 15-17, 2000	6000.00	8000.00
Business to Business Marketing: Issues & Challenges	February 22-24, 2001	6000.00	8000.00
New Patent Regime: Implications for Indian Businesses	February 25, 2001	1500.00	2500.00

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