

## MESSAGE

The organizational culture is comprised of the current human and systems dynamics, as well as the organization's history. The history not only reflects how the organization came to be, what it has accomplished, and how it has evolved over time, but it also includes more recent historical precedents and permutations. Showing organizations how to see themselves as collaborative systems requires conscious and authoritative oversight that can create a sense of organizational cohesiveness and shared vision.



A range of tools can be used to encourage results orientation. Employee incentive and accountability mechanisms are aligned with the goals of the organization. The steps need to be taken to build the necessary expertise and skills and view training as an investment in human capital rather than an unnecessary expense. Consistent with quality management principles, organizational learning is continuous to keep the skills up-to-date and meet changing stakeholder needs, and also integrate the implementation of separate organizational improvement efforts to mould various reforms into a coherent unified effort so that there are modifications that can easily be adapted to the performance-based management culture of the organization.

During the span of time from January to March this year, the Institute organized NICOM 2007, Perspectives 2007, One-day Knowledge Management Workshop, and Richter 10. To update ourselves and to enrich the quality of our offerings, the curricula and syllabi of various programmes were reviewed and revised. A long-term 80-session Management Development Programme named ZEAL commenced for Zydus, and some of the dignitaries who visited our campus were: Dr. Arvind Kumar Sinha, Director - Royal Melbourne Institute of Technology, Melbourne; Dr. Namjae Cho, Professor of Management, Hanyang University, South Korea; Dr. D.P. Agarwal, Member, Union Public Service Commission, New Delhi; Dr. R.A. Yadav, Vice Chairman, All India Council for Technical Education, New Delhi. This Issue of Sparsh is carrying detailed reports of all these events and activities. We are confident that you would enjoy going through the same.

Wish you a happy reading!

Dr. Upinder Dhar  
Director



*One must forever strive for  
excellence, or even perfection,  
in any task, however small  
and never be satisfied  
with second best*

**- JRD Tata**  
*(My Guiding Principles)*



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Forthcoming Events

## Editors

Prof. Santosh Dhar  
Prof. Harismita Trivedi  
Mr. Anil Kumar  
Prof. C. Gopalkrishnan

Forum for intellectual stimulation

## NICOM, 2007

*Nirma International Conference on Management (NICOM) is an annual event that provides a platform wherein all professionals related to management, from academicians and consultants to practicing managers can present, exchange and deliberate upon their ideas on the theme of the conference.*

One of the most important events at the Institute of Management, Nirma University is this annual international conference, which was held this year on January 5, 6, and 7. The conference was inaugurated by Mr. S.K. Roongta, Chairman, Steel Authority of India. The keynote speaker was Prof. Uday Pareek, eminent scholar and former professor, Indian Institute of Management, Ahmedabad.



The theme of the conference this year was **Enhancing Enterprise Competitiveness**. Over 200 papers on the theme and on the sub themes were received. About 279 delegates from India and abroad participated in the conference. The highlights of the conference included panel discussions on Special Economic Zones and also on Business History of Gujarat. In addition, there were a number of workshops and plenary sessions on various themes. Shri Anil Patel, Hon'ble Minister of State for Industries was the Chief Guest at the valedictory function held on January 7, 2007. The papers presented at the Conference were compiled in two volumes: (i) **Enhancing Enterprise Competitiveness: Marketing, People, IT, & Entrepreneurship**, and (ii) **Enhancing Enterprise Competitiveness: Strategy, Operations and Finance** and published by Allied Publishers, New Delhi.

The conference was coordinated by Professors Prashant Gupta and Rajesh Jain.



## Perspectives, 2007

Perspectives, the annual management festival for the students of various business schools across the country, was organized on January 27 and 28. The event had different contests, built around various learning activities. They were Srijan The Business Plan Contest, Pariyojana - The Summer Project Contest, Vishleshan The Case Study Contest, Abhivyakti The Paper Presentation Contest, Sumantra The Book Review Contest, Spardha The Management Games and Vyapar Vyanga Chitrakala The Business Cartoon Contest

The response this year was overwhelming: about five hundred and thirty students, representing nearly thirty five different business schools across the country had sent in their entries for participation. Some of them were: IIMA, MICA, & S.K.Patel, (Ahmedabad), NITIE, NMIMS, K.J.Somaiya, Welinkars, Tata Institute of Social Sciences, & JBIMS (Mumbai), IFCAI (Hyderabad),

SIBM, & SIOM (Pune), MDI, FMS, & LBSIM (Delhi), IIM (Lucknow), IRMA (Anand), IMT (Ghaziabad) and IFMR (Chennai). One hundred and eleven students from 23 business schools participated in the event.

Professors Harismita Trivedi and Deepak Srivastava coordinated Perspectives, 2007.



## Workshop on Knowledge Management

A workshop on Application of Knowledge Management in Knowledge Economy under the project National Competitiveness in Knowledge Economy sponsored by the Department of Information Technology, Government of India was held on February 17, 2007 at the Institute of Management. The workshop was organized in association with Department of Management Studies, Indian Institute of Technology, Roorkee.

Mr. V.R.S. Cowlagi, IAS, Chairman, Manpower Planning Committee, Government of Gujarat inaugurated the workshop and spoke at length on application of Knowledge Management in Government. Dr. Santosh Rangnekar (IIT, Roorkee), Prof. Bhuvan Unhelkar (University of Western Sydney, Australia), Ms Asmita Junnarkar (TCS), Mr. Gautam Bakshi (Intas), Dr .Parag Sanghani (AES), Mr. Jagdish Hirani (Consultant), and Dr. Upinder Dhar, director, IMNU were the other speakers who touched upon the various aspects of Knowledge Management.

Professors Rajesh Jain and Satish Nair coordinated the Workshop.



## Guest Lectures

Hon'ble Shri Saurabh Dalal, Minister for Energy, Petrochemicals, Finance and Planning, Government of Gujarat spoke to the students and faculty of Institute of Management on "Gujarat Leading the Nation in Economic Development" on February 25, 2007.

The minister traced the problems resulting from inflow of large population to the cities and towns in Gujarat and suggested development of satellite towns to reduce the urban pressure. He gave an overview of how the present government has embarked upon establishing the country's largest ports in Gujarat. He further highlighted how public-private partnerships are need of the hour for the development of Gujarat especially for the infrastructural development of the state.



## Richter 10, 2007

Richter-10, the annual cultural festival of the Institute was held on February 23 and 24, 2007. The event saw the participation of seventeen B-Schools across the country. The festival had the proper blend of various management games and cultural events in various competitions.

Bandish and Parikrama, the two renowned bands gave their riveting performances on the evenings of February 23 and 24, leaving the audience enthralled.

Prof. Nina Muncherji coordinated Richter-10, 2007.



### Zydus Emerging & Aspiring Leaders' Programme (ZEAL)

A long-term Management Development Programme for the middle level managers of Zydus Cadila was launched in February 2007, under which 40 managers are trained at the Institute. Mr. Pankajbhai Patel, CMD, Zydus Cadila and Mr. P. R. Joshi, President, Group HR and Corporate Communications of Zydus graced the inaugural function held on February 19, 2007.

Prof. Deepak Danak coordinated the programme.

### Panel Discussion on Union Budget, 2007-08

A panel discussion on Union Budget 2007-08 was organized by the Economics and Finance Area of the Institute on March 5, 2007. The panelists were Shri Sunil Parekh and Prof. Mallikarjun. Prof. R.G. Nambiar chaired the discussion. The discussion revolved round the topics of Growth, Equity, Agricultural Sector Development, Social Development, Fiscal Consolidation, Disinvestment, FDI, MAT, Inflation, Stability and Social Justice, within the framework of budget 2007-08.

## Journal of Business & Management Studies

The second issue (volume one) of Nirma University Journal of Business and Management Studies carried papers on Training of Managers in Family Business, Performance in Higher Education, Corporate Governance in Asian Countries, A Study on Indian Software Sector, and Multinational Firms and Creation of Linkages. In addition, this issue of the journal carried five book reviews.

The third issue of the journal which will be published shortly will have a unique assortment of articles offering a great breadth of reading experiences. Chandan Mukherjee's paper delves on South Asian Free Trade Agreement, which got operationalized from July 1, 2006. The next paper, by Kaushik Trivedi and Sarla Achuthan, focuses on how to contain risks using financial derivatives. The focus of Madanlal Bhasin's paper is on cheques, the popular instruments in India, frauds in Indian banks, and how to integrate the expertise of internal auditors to detect and prevent frauds. A. Aparna's paper is a study of inventory problem, where both the buyer and the supplier cooperate to maximize profits. Munmun Mohanty in his paper discusses another interesting question, namely whether celebrity endorsements really add value to the sponsoring firm. Women and entrepreneurship development is the theme of the paper by Elizabeth Wangari Gathuthi Stephen Irura Nganga, and Ruth Tubey. Lastly, Himanshu Trivedi's paper addresses the question of what is quality and proposes a new scheme for quality definition.

## Country Visit (Australia & Singapore)



## Spandan

### Student Activities

### Visit to BISAG

As part of experiential learning (off Campus) in the IT Strategy for Business course, participants in the course visited Bhaskaracharya Institute of Space applications and Geo-informatics (BISAG). Prof. Ajit Desai has been the instructor of the course on IT Strategy.



### Students' Achievements

#### Govind Goyal & Surabhi Lalwani

Presented a paper on Estimation of Systematic Risk on Indian Stock Market by CAPM and Fama- French: A Comparative Study, NICOM, 2007.

#### Rajat Beriwal, Sanchit Sarin & Devashish Srivatsava

First Prize in Marketing Game, Perspectives, 2007, IMNU.

#### Rajat Beriwal

First Price in Sketching Contest, Richter 10, 2007, IMNU.

#### Rajat Beriwal & Archana Kumari

First Prize in Rangoli, Richter 10, 2007, IMNU.

#### Rajat Beriwal, Priyanka Joshi and Niyati Mehta

First Prize in Costume Designing, Richter 10, 2007, IMNU

#### Rajat Beriwal, Anuja Lal, Gurvinder Singh Dhillon & Tosh Bajhela

First Prize in Treasure Hunt, Richter 10, 2007, IMNU

#### Rajat Beriwal, Sudhanshu Bijalwan & Sanchit Sarin

Second Prize in Sell Ur Product, Richter 10, 2007, IMNU

Second Prize in Antakshari, Richter 10, 2007, IMNU

## Human Resource Development

### New Staff



#### Mr. Devang B. Pandya

Mr. Devang B. Pandya joined the Institute of Management on February 1, 2007 as Junior Assistant. Mr. Pandya has done B.Sc. in Chemistry in 1966 from Gujarat University. He was office assistant in SLIMS before joining the Institute and has over 11 years of experience.

## Publications & other academic activities of the faculty

### Neeraj Amarnani

- Paper presented (jointly with **Arpita Amarnani**) and **awarded Best Paper** in Finance at NICOM 2007: 'Venture Capital as a source of funds for the Microfinance sector in India'.
- This paper was also published in **Enhancing Enterprise Competitiveness (Strategy, Operations and Finance)**, edited by R.K.Jain, P.Gupta, U.Dhar, Institute of Management, Nirma University, Allied Publishers Pvt. Ltd. New Delhi

### Abhijit Bhattacharya

#### Publications:

- "Ultimate Mantra: Strong network is key to starting a business", The Economic Times, 27 March, 2007
- "Making a hundred Infosys bloom", The Economic Times, (lead article), 10 January, 2007  
[http://economictimes.indiatimes.com/Making\\_a\\_hundred\\_Infosys\\_bloom/articleshow/1116145.cms](http://economictimes.indiatimes.com/Making_a_hundred_Infosys_bloom/articleshow/1116145.cms)

### Pawan K. Chugan

Visited Mazandaran University of Science and Technology, Babol, Iran from Feb. 16- March 13, 2007 to teach a course on International Business to the MBA students. During the visit also made a presentation for the students and faculty of department of industrial engineering and MBA at the Yazd University, Iran.

#### Other activities:

- Session Chair in - International Conference on "Emerging Competitiveness Paradigms", jointly organized by the International Society for Competitiveness (ISC), Indiana University of Pennsylvania (IUP) and PES Institute of Management, Bangalore, at Goa during Jan. 10-12, 2007.

- Also presented a paper entitled "*Out-sourcing Global VAT Refunds to be Competitive in International Business*" at the above conference at Goa.
- Paper entitled "*Technical Textiles: The Chinese Way to Excel in Post-quota Regime and Strategy for Indian Industry*" presented in 10<sup>th</sup> Nirma International Conference of Management (NICOM 2007), Jan. 5-7, 2007. The Paper was published in the edited book entitled *Enhancing Enterprise Competitiveness*.
- "International Transfer Pricing, Taxation and Need for Advance Pricing Arrangement", Pravartak, the Journal of Insurance and Management, National Insurance Academy, School of Management, Pune, Vol. II, Issue 2, Jan.March, pp. 134-140.
- Reviewed research papers of Global Business and Technology Association's Ninth International conference to be held at Taipei, Taiwan, July 3-7, 2007.

### Deepak Danak

- Was invited as the Resource Person for the UGC sponsored seminar on 'Cultivating Minds for Global Markets' organized by Anand Commerce College, Anand on January 22, 2007.
- Presented a paper entitled "Perspectives and Paradigms of Enterprise Effectiveness: An Analysis and Synthesis" in Nirma International Conference on Management (NICOM) 2007. The paper was published in *Enhancing Enterprise Effectiveness*.
- Presented a paper entitled "A New Perspective on Market Value Based Valuation Model of Intangibles" in the International Conference on Emerging Competitiveness Paradigms organized during January 11-12, 2007 at The International Centre, Goa by The International Society for



Competitiveness, USA & PES School of Management, Bangalore

## Ajit Desai

- Delivered an invited talk on "Communication Satellites" to the members of Rotary Club of Baroda

## Santosh Dhar

Publications: **Books, Manuals & Chapters**

- India Marches: Good Management to Great Enterprise.** 2006, New Delhi: Excel. 2006 (co-editor)
- Manual for Learning Organization Scale.** Agra: National Psychology Corporation, 2006 (co-author)
- Manual for Managerial Effectiveness Scale.** Agra: National Psychology Corporation, 2006 (co-author)
- "Assertive Behaviour," in S. Ravishankar, Upinder Dhar, H.L. Kalia and J.K.M.Nair (Eds.), **40 Management Lessons from Corporate World.** Mumbai: Himalaya, 2006

## Awards

- National Fellowship Award by the Indian Society for Training and Development for the year 2006-07.

## Elected

- Elected as National Council Member of the Ahmedabad Chapter of the Indian Society for Training and Development for the year 2007-08.

## Other Activities

- Three candidates submitted their Theses for the **award of Ph.D. degree** as per following details:
  - Mrs. Rishu Roy submitted Thesis on "Locus of Control and Quality of Work Life as Determinants of Mental Health in Print Media" to Devi Ahilya Vishwavidyalaya, Indore.
  - Miss Versha Jain submitted Thesis on "Dimensions of Advertising Appeal : An Exploratory Study" to Devi Ahilya Vishwavidyalaya, Indore
  - Mrs. Monica Chauhan submitted her Thesis on "A Study of Factors Affecting Selection of Life Insurance Products" to Devi Ahilya Vishwavidyalaya, Indore (Jointly supervised with Dr.Upinder Dhar as Co-Guide).
- Delivered a lecture on "Transactional Analysis" to the associates of NIPM at ONGC, Chandkheda, Ahmedabad on March 30, 2007.

## Upinder Dhar

### Books

- Enhancing Enterprise Competitiveness** (*Marketing, People, IT and Entrepreneurship*), New Delhi: Allied. 2007 (co-editor)
- Enhancing Enterprise Competitiveness** (*Strategy, Operations and Finance*), New Delhi: Allied. 2007 (co-editor)
- India Marches: Good Management to Great Enterprise.** New Delhi: Excel. 2006 (co-editor)
- Applications of Information Technology: Emerging Trends.** Indore: ISTE Indore Chapter/PIMR (e-book), 2006, (co-editor).

### Status Paper

- Manufacturing Sector for Sustainable Economic Growth (Indian Perspective).** Status Paper Number PIMR/2007/01. Indore: PIMR.(co-author)

### Editorials

- Favourable Trade Surplus. **Indore Manager**, 14 (2), February 2007 Issue.
- Performance of BRIC Nations. **Indore Manager**, 14 (1), January 2007 Issue.
- Take the Lead to Establish Dialogue. **Indore Manager**, 13 (12), December 2006 Issue.

### Case Study

- A Strike at Alpha Automobiles, The Smart Manager**, December 06-January 07, 6, (1), 94-101.(co-author)



### Other Activities

- Chief Guest for the Inauguration of the **Second National Case Writing Workshop** of Ganpat University, V M Patel Institute of Management, Mehsana on March 15, 2007.
- Conducted a session on “**Leadership and Strategy**” during the Workshop on “**Strategy & Competitive Advantage**” at Fortune Hotel Landmark on February 23, 2007. The Workshop was organized by Confederation of Indian Industry, Ahmedabad.
- Delivered Keynote Address on the occasion of National Seminar on “**Emerging Issues in Human Resource Management**” at B.K. School of Management, Ahmedabad on February 3, 2007.
- Chief Guest for the inauguration of the University Grants Commission sponsored one-day Seminar on “**Cultivating Minds for Global Markets**” at Anand Commerce College, Anand on January 22, 2007.
- Addressed the Associates of the **National HRD Network** at the Academy of HRD on January 10 & 12, 2007.
- Addressed the Executives of **IDEA Cellular Limited** during their Annual Meeting on January 11, 2007.
- Elected as President of the Anthropological and Behavioural Sciences Section of the **Indian Science Congress Association** for the Session 2007-08.
- Reviewed research papers for **Global Business and Technology Association** and **AIMS International Journal of Management**
- Invited as an Expert on the Selection Panel at the Academy of HRD.
- Elected as Chairman of the Ahmedabad Chapter of the **Indian Society for Training and Development** for the year 2007-08.
- Appointed as Chairman of the Selection Panel for the **J.L. Batra Best Research Paper Award** for the year 2006-07 by the Association of Indian Management Schools.
- Elected as Treasurer of the **Association of Indian Management Schools** for the year 2006-07.
- Appointed as Chairman of the National Programmes Committee for the year 2006-07 by the **Indian Society for Training and Development**.
- Appointed on the Selection Panel for “**Best Paper**” and “**Kamla Award**” for Articles published in the **Indian Journal of Training and Development**.
- Elected as a Member on the **Governing Council** of the All India Management Association.
- Two candidates submitted their Theses for the **award of Ph.D. degree** under the supervision of Dr. Upinder Dhar as per following details:
  - i) Mr. Om Prakash Chaudhary submitted his Thesis on “Managing Provident Fund Scheme as a Social Security Measure (An Empirical Study using Three Dimensional Approach)” to Symbiosis International University, Pune.
  - ii) Mrs. Monica Chauhan submitted her Thesis on “A Study of Factors Affecting Selection of Life Insurance Products” to Devi Ahilya Vishwavidyalaya, Indore  
(Jointly supervised as Co-Guide with Dr. Santosh Dhar as Main Research Guide)

### Yogesh Doshit

#### Publications:

- “Forecasting Foreign Exchange Movements Using Neural Network”. Published in Vision-2020: The Strategic Role of Operational Research, Ed. N. Ravichandran, 2006, Allied Publishers Pvt Ltd, New Delhi, pp.321-331. (co-author)
- “A Study of Online Shopping Behaviour in India: Developing and Testing a Predictive Model”, Proceedings of 2nd IIMA conference on Research in Marketing, IIM, Ahmedabad, 2007, pp.266-279. (co-author)







- "Quality Measurement-Conceptual Issues", published in **Enhancing Enterprise Competitiveness**, (co-author)

#### Conference Presentation:

- A paper titled "Competitiveness of Indian banks- Empirical Study." was presented International Conference on Competitiveness, at Goa, on 11th January, 2007.

## C. Gopalkrishnan

#### Workshops

- Conducted a one-day workshop on Strategy Analysis & Competitive Advantage at the Hotel Landmark on February 23, 2007. The workshop was organized by the Confederation of Indian Industry, Ahmedabad (CII). The participants were senior and top executives from industry. Prof. Upinder Dhar, Director of the Institute of Management spoke on Leadership for Competitive Advantage at the workshop.
- Conducted a workshop on Competitive Advantage at Silvassa on February 24 for senior and top executives working in organizations located in Ankleshwar, Vapi and Silvassa. The workshop was arranged by Insight Associates.

#### Session Chair

- Chaired a session at the National Seminar on HR conducted by Labour Welfare Department, Gujarat University, at Gandhi Labour Institute, Ahmedabad.

#### Case Study

Prepared the following cases and teaching notes for the cases:

- Education of Mr. Ram Kumar: When the Fence Starts eating the Crop (Co-author)

- A Note on the Indian Aviation Industry, 2006 (Co-author)

#### Papers Presented

- Presented a paper on "Corporate Social Entrepreneurship: A New Role for Human Resources," at the National Seminar on HR held at Gandhi Labour Institute, Government of Gujarat (co-author)

## Prashant Gupta

- **Enhancing Enterprise Competitiveness** (*Marketing, People, IT and Entrepreneurship*), New Delhi: Allied. 2007 (co-editor)
- **Enhancing Enterprise Competitiveness** (*Strategy, Operations and Finance*), New Delhi: Allied. 2007 (co-editor)

## Rajesh Kumar Jain

- **Enhancing Enterprise Competitiveness** (*Marketing, People, IT and Entrepreneurship*), New Delhi: Allied. 2007 (co-editor)
- **Enhancing Enterprise Competitiveness** (*Strategy, Operations and Finance*), New Delhi: Allied. 2007 (co-editor)
- Quality Measurement Conceptual Issues, in **Enhancing Enterprise Competitiveness**, (co-author).
- Outsourcing: Reaffirming or Challenging the Theories, in **Enhancing Enterprise Competitiveness**, (co-author)

## M. Mallikarjun

#### Won Manas Chatterjee Award for Excellence in Research

- Presented a paper titled: "Information Technology and Total Factor Productivity A Spatial Analysis" during 38th Annual Regional Science Conference held at Goa during January 19-21, 2007. He was awarded "Manas Chatterjee award for excellence in research on Regional Science 2007" for the above mentioned paper.

## Nina Muncherji

#### Training

- Delivered TWO training sessions at All India Radio, Ahmedabad on 'Stress Management' on 22nd March'07.
- Conducted a session on 'Stress Management' for Income-Tax Inspectors at the 'Direct Taxes

## Human Resource Developments

Regional Training Institute, Ahmedabad on 10th May 2007.

- Reviewer for the international conference organized by Global Business and Technology Association, Taiwan 2007.

### Satish Nair

- Presented a paper on “Corporate Social Entrepreneurship: A New Role for Human Resources,” at the National Seminar on HR held at Gandhi Labour Institute, Government of Gujarat (co-author)

### Deepak K. Srivastava

Presented a paper “Outsourcing: Reaffirming or challenging the theories,” at the 10<sup>th</sup> International Conference (NICOM), Institute of Management, Nirma University, Ahmedabad. (Co-author)

- Determinates Of Competitiveness In Indian Public Sector Companies: An Empirical Study, *Competitiveness Review: An International Business Journal*, Indiana University, Pennsylvania, 16(3&4), 2006, pp.212-222 (co-author)
- Impact of Privatization on Creativity: A Study in Pre and Post Privatization Period of a Public Sector in *PES Management Review*, PES School of Management, Bangalore, 2(1) pp.28-36. (co-author)



- Outsourcing: Reaffirming or challenging the theories, in **Enhancing Enterprise Competitiveness**, (2007) (co-author)
- A Shift-Share Analysis Approach To Understanding The Impact Of India- Sri Lanka Free Trade Arrangement, International Conference on Emerging Competitiveness Paradigms, The International Society for Competitiveness (ISC) & PES School of Management, Bangalore. 2007.

Apart from this, served as a reviewer to following international conferences:

- Academy of International Business, Indianapolis (USA), 2007.

Global Business And Technology Association  
Taiwan 2007

## Development of Infrastructure

### Institute Campus on Wi-Fi

Students of the Institute are provided with wireless interface of mobile computing devices such as laptops in WLAN, which is used for internet access round the clock. For this purpose, 14 hotspots have been installed at strategic locations on the campus.





# Visitors to the Institute

**Mr. Arvind Sinha, Centre Director, The Sir Lawrence Wackett Centre for Aerospace Design Technology, RMIT, Melbourne, Australia** visited the Institute and discussed areas of common interest. He had also proposed development of a common project. Additionally, the Sir Lawrence Wackett Centre had also offered summer placement for research trainees from the Institute.

**Dr. Namjae Cho, Professor of Management, Hanyang University, South Korea**, visited the Institute and met the faculty. Professor Cho explored the feasibility of student exchange programme and joint research programme

between the Institute of Management, Nirma University, and Hanyang University, South Korea.

**Dr. R.A. Yadav, Vice Chairman, All India Council for Technical Education, New Delhi**, visited the Institute of Management and discussed the current state of and trends in management education in the country.

Another distinguished visitor to the Institute during this period was **Dr. D.P. Agarwal, Member, Union Public Service Commission, New Delhi**. He met the director of the Institute of Management and held discussions.





## AIMS

### CASE WRITING WORKSHOP

**June 7-9, 2007**

For further details:

**Prof. Prashant Gupta,**  
Coordinator, CASE Writing Workshop,  
Institute of Management, Ahmedabad 382 481

## NICOM-2008

**11<sup>th</sup> NIRMA INTERNATIONAL CONFERENCE ON MANAGEMENT**

**THEME:**

*Strategies and Trends in Marketing: A New Economy Perspective*

For further details:

**Prof. V.V. Nath**  
Conference Chairman

**Prof. Satish Nair & Prof. P.K. Yadav**  
Conference Co-Chairmen



**NIRMA**  
UNIVERSITY

INSTITUTE OF MANAGEMENT

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