

www.xlri.ac.in/satellite

XLRI



- Post Graduate Certificate in Business Management (PGCBM)
- Post Graduate Certificate in Financial Management (PGCFM)
- Post Graduate Certificate in Software Management (PGCSM)

HUGHESTM

DiRECWAYTM
GLOBAL EDUCATION

PROSPECTUS 2005

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Welcome Notes



In the past fifty years XLRI has been preparing fresh management graduates in Business Management and in Personnel Management & Industrial Relations to shoulder the responsibility of managing the private and public sector enterprises with integrity, dedication, loyalty and effectiveness. Simultaneously, the Institute has also been in the forefront for upgrading the existing management practices by imparting theoretical and practical inputs to executives through consultancy, in-company programmes and management development programmes.

Utilizing the fast changing technology in telecommunication and information technology, XLRI has launched satellite-based education for practicing managers. The participants will benefit by being in their own city and still attend high quality programmes from XLRI in a way similar to what they would have done at the campus, especially those who missed the opportunity for a regular management education and / or for those who are considered for promotion and higher administrative responsibilities. It also offers campus life experience, though for a brief period, through "immersion".

The programme replicates classroom experience through 'live and interactive' environment. XLRI Jamshedpur has introduced a satellite-based management programme in association with DirecWay Global Education, a part of Hughes Escorts Communication Ltd. (HECL).

From the experience gained in satellite education and from monitoring the marketing demand, we are offering besides the existing Business Management and Human Resources Management programmes new programmes in IT and Finance.

We are really pleased to have this opportunity to work with HECL to deliver high quality management education to the Indian working population. We have been working with technology to improve our reach. With this association we will be able to reach students who have hitherto been unable to come to Jamshedpur for our programmes.

N Casimir Raj, S.J.
Director
XLRI Jamshedpur





"XLRI is adding new dimensions in the field of technology enhanced learning. Direcway Global Education takes away many disadvantages of e-learning while retaining the core collaborative group learning achieved in a typical classroom"

Whenever I'm asked what makes XLRI different from other business schools, I always come back to one answer: it's the people.

It's our people who have built XLRI into the exceptional institution. It is not just a bricks and mortar campus, but a community without walls that is neither limited by geography nor by ideology. A place where the best minds not only respond to change in business with aggressive analysis and action, but also a catalytic environment where transformational change begins and shapes the course of business.

And it's our people who will contribute to drive the innovation that ensures we will always be the leader in business education.

It is precisely that spirit of innovation that is the driving force behind XLRI being the first one in starting of satellite-based education. The virtual classrooms for practicing managers will take the management training expertise of XLRI's faculty beyond the geographical boundaries of Jamshedpur to various classrooms across India. The launching of academic programmes that focus on emerging industries and trends by utilizing advanced technology-enhanced educational tools will broaden our students' perspective and skills. This programme is a part of XLRI's larger plans to upskill corporate India.

Everyone who shares our mission and who has benefited from it also shares our heritage of relentless innovation. With you XLRI would be the leader in business education. Together we can ensure that we continue to lead in future.

Ram Kumar Kakani
Coordinator, Satellite Programmes
XLRI Jamshedpur



XLRI in Your City



Today the most informed business is the most competitive and the most informed individual is the most competitive. In recent years we have seen the value of higher education imparted by the top education institutions - students get the best jobs for the best salaries, grow faster and evolve into entrepreneurs - all this leading to faster growth of economy and improved employment opportunities.

We are in a situation where the demand of premier higher education is much higher than the supply. Top institutions in India & abroad only produce a limited number of professionals. High potential working professionals and students, though keen on improving their knowledge portfolio from the premier institutes, are not able to pursue higher learning due to work pressure, family and location restraints.

In a drive to impart higher quality education to professionals and students across India, Hughes Escorts Communications Ltd. has collaborated with XLRI Jamshedpur.

HECL will take XLRI's premier programmes to students and working professionals across the country. Lectures will be conducted by the XLRI faculty using the studio set up at the XLRI campus. The students at the various classrooms (cities) will be able to participate in a classroom environment powered by technology.

Now candidates can benefit from XLRI's programmes without taking a sabbatical. They can enrol for these programmes from their respective cities, complete their studies and obtain relevant certification that will help them in achieving their career goals.

I welcome you all to the interactive real time learning environment.

Partho Banerjee
President
DirecWay Global Education
Hughes Escorts Communications Limited

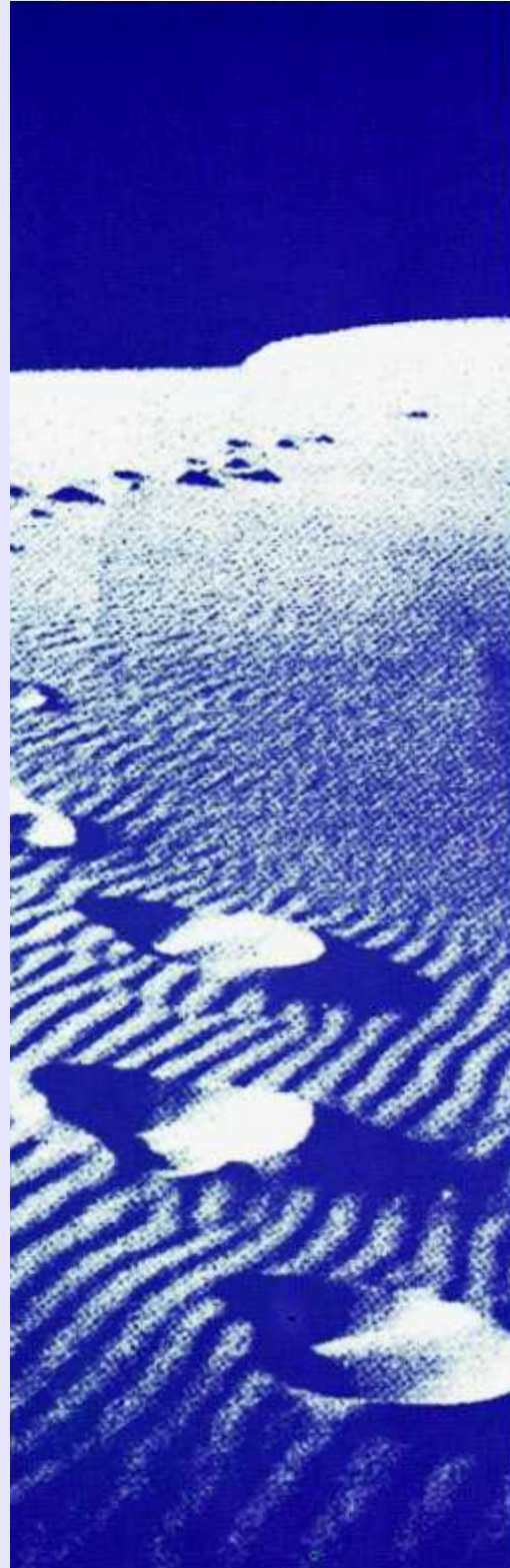


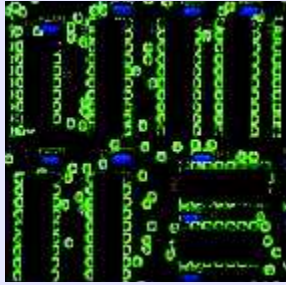
PGCBM
PGCFM
PGCSM



A Revolution Begins

Finally
the entire
country is
XLRI's
classroom!



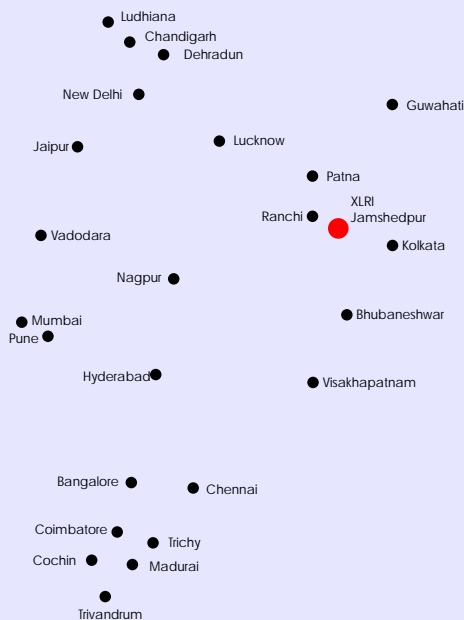


"Good faculty is difficult to get, and students across different locations can now get to learn from experienced teachers"

Prof. Sharad Sarin

"If people cannot come to the classroom, the classroom will go them ... and this need is expressed by working candidates across the country"

Prof. Madhukar Shukla



An Introduction: XLRI to offer satellite based interactive management programmes to working professionals and students all across India!

In an endeavour to improve reach, XLRI Jamshedpur has introduced satellite based management programmes in association with Hughes Escorts Communications Ltd. (HECL). XLRI is offering long duration as well as short term management programmes to the corporate and working professionals in India using the network and services set up by HECL under the brand name: DirecWay Global Education.

The association will take training and education programmes by XLRI beyond the geographical boundaries to various classrooms all across India. The participants will benefit by being in their own city and still attend high quality programmes from XLRI in a way similar to what they would have done at the campus.

XLRI's programmes will be delivered on Hughes DirecWay Global Education interactive learning platform. The heart of the platform is a powerful user interface that enables large number of geographically distributed participants (who sit in their respective city classrooms) to have a highly interactive 'One-To-One' exchange with the instructor (who sits in a centrally located studio). The system incorporates live broadcast video, two way audio and data interactivity to enable participants to watch and interact with the instructor live on their PCs.

Hughes Escorts Communication Ltd. (HECL) has a nationwide presence with 7 studios (in Bangalore, Gurgaon, Mumbai, Calicut, Kolkata, Chennai and at the XLRI campus in Jamshedpur) and 40 classrooms spread across the 30 cities of Ahmedabad, Ankleshwar, Bangalore, Bhubaneswar, Chandigarh, Cochin, Coimbatore, Chennai, Dehradun, Gurgaon, Guwahati, Hyderabad, Jaipur, Kolkata, Lucknow, Ludhiana, Madurai, Mumbai, Nagpur, New Delhi, Nasik, Noida, Patna, Pune, Ranchi, Trichy, Trivandrum, Vadodara, Visakhapatnam.

XLRI Jamshedpur and HECL formally launched their association on 8 February, 2002 by inviting XLRI alumni, HECL customers and other senior managers from the industry to a half-day talk on 'Managing Talent'. Prof Madhukar Shukla & Prof. R K Premarajan delivered this live and interactive session from the HECL studio in Gurgaon. Over 70 participants (from over 55 different companies) witnessed this launch from 4 HECL's classrooms in the cities of Delhi, Mumbai, Bangalore and Kolkata.

The first offering, a two day workshop by Prof. Sharad Sarin on 'Customer Relationship Management-CRM' was delivered on 11-12 April, 2002. 48 participants from companies like HP, TISCO, Lafarge, Tata Cellular, Birla At&T, Pfizer, Shell India, Whirlpool etc. attended this workshop. This workshop was again offered in 4 HECL's classrooms in Delhi, Mumbai, Bangalore and Kolkata.

The next offering was an Executive Development Programme, titled 'Knowledge Management: A People Centric Approach' was attended by more than 60 senior Managers across the eight cities of Delhi, Mumbai, Bangalore, Chennai, Kolkata, Hyderabad, Pune and Chandigarh. Some of the managers who participated in the workshop were from organization like: Motorola, Satyam, Xerox, Maruti, Canon, NTPC, BHEL, Johnson & Johnson, Dabur, HP, Cognizant etc., to name a few.

The feedbacks from the participants and participating organizations were quite encouraging for the XLRI-HECL collaboration to carry out a detailed market analysis to assess the skill sets and the knowledge required by working managers in the current market environment.

The outcome of the analysis and encouragement by the industries were two consolidated 14 - months programmes titled 'Post Graduate Certificate in Business Management (PGCBM)' and 'Post Graduate Certificate in Human Resource Management (PGCHRM)' for the working professionals in India.

Two additional programmes titled, 'Post Graduate Certificate in Financial Management (PGCFM)' and 'Post Graduate Certificate in Software Management (PGCSM)' are being offered now to the working professionals and graduates in India.



Transform your future with XLRI's PGCBM, PGCFM & PGCSM



The Post Graduate Certificate in Business Management (PGCBM), Post Graduate Certificate in Financial Management (PGCFM) & Post Graduate Certificate in Software Management (PGCSM) are intensive programmes specially designed for working managers and graduates.

The distinct advantages and benefits of these programmes are:

1. XLRI programmes

These programmes are being offered by XLRI, Jamshedpur, one of the best business schools of the country with a reputation for creating programmes and curricula that is at par with the best in the world.

2. Learn from XLRI faculty, in your city

XLRI has professionally qualified and experienced faculty drawn from various streams of management practice. A balanced mix of academicians, researchers and professionals from both the public and private sector with rich research and managerial experience contributes to the institute's academic excellence and character in the country.

3. Upgrade your skills while you work

The PGCBM, PGCFM & PGCSM are tailor made for candidates who want an edge without quitting their current job and graduates who don't want to compromise on the institute and the faculty from which they would like to acquire the necessary knowledge. These programmes takes into consideration the demands of your time. It is scheduled for minimum intrusion in your work, family and life. Lectures will be held for six hours a week.



4. Designed for working managers and graduates

The PGCBM, PGCFM & PGCSM are specially designed keeping the need of the working managers and graduates looking for premier programmes.

A relevant curricula:

As an individual grows in any organization and takes on bigger responsibility, it becomes critical to have qualification, knowledge and skills that are commensurate with the role. These programmes aim at sharpening the business skills of the working managers and graduates and makes them more competent and in tune with the current vibrant and ever changing business economy.

Campus visit:

The candidates are expected to undergo 400+ hrs. of intense learning which also includes a campus study module of learning at the XLRI campus and the rest on the DirecWay Global Education's satellite-learning platform. They can be travelling on work or leisure (in any of the 30 cities) and not miss classes. They can attend the classes at the DirecWay Global Education classroom in that city and keep up with their course.

The programmes are designed for high potential mid-career managers and graduates moving up to the next level in management.

5. PGCBM, PGCFM & PGCSM are available in 30 cities simultaneously!

The programmes, using Hughes DirecWay Global Education's satellite learning platform, will be available simultaneously to working managers and graduates in the 30 cities of Ahmedabad, Ankleshwar, Bangalore, Bhubaneswar, Chandigarh, Cochin, Coimbatore, Chennai, Dehradun, Gurgaon, Guwahati, Hyderabad, Jaipur, Kolkata, Lucknow, Ludhiana, Madurai, Mumbai, Nagpur, New Delhi, Nasik, Noida, Patna, Pune, Ranchi, Trichy, Trivandrum, Vadodara Visakhapatnam.

The participants can pursue this programme from the comfort of their own city at a preferred DirecWay Global Education learning center.

XLRI Jamshedpur

The culture of XLRI is such that it accelerates the members' passion for achieving excellence in everything they do.



The Mission And Culture

Xavier Labour Relations Institute, widely known as XLRI has born of the vision of a Jesuit Priest, Father Quinn Enright. It was founded in 1949 in the Steel City of Jamshedpur, Jharkhand. Since then the Jamshedpur Jesuit Society has nurtured the growth of XLRI in keeping with its commitment to `Magis' (excellence in everything).

During these 56 years, XLRI Jamshedpur has contributed its best to the professional growth and management of innumerable institutions that serve the public, especially organized industry, labour, service agencies engaged in rural development, education, health and other public systems. Besides the focus on developing managerial competence among the pupils through acquisition of specialized knowledge and skills, the Institute emphasizes the importance of developing a sense of social justice with right attitudes and values of discipline, dedication and commitment among all its members.

Over the years, XLRI has developed its own unique culture. "XL is thy name". The culture of XLRI is such that it accelerates the members' passion for achieving excellence in everything they do. While informality, flexibility, humaneness, and esprit de corps are the hallmarks, growth and development of the whole person with the integrity and ingenuity are the `summum bonum' of the culture in XLRI.

The Institute

During the first seven years of growth, several courses for management and trade unions were developed and organized at the institute. A two-year day programme in Industrial Relations and Welfare commenced in 1953 and the title was changed to Personnel Management & Industrial Relations in 1985. The Evening Programme in Management was started in 1966 and the two-year day programme in Business Management was started in 1968. To mark 50 years of service to the executive world, XLRI has started a three-year part time Executive Postgraduate programme to cater to the needs of executives. A Board of Governors comprising of industrialists, academia and The Jamshedpur Jesuit Society has been guiding the activities and affairs of the Institute since 1969.

THE XLRI Campus

The Institute has a spacious campus. It is located in the steel city of Jamshedpur in Jharkhand with the scenic setting of the Dalma Hills in the North and the Tata Iron and Steel Company in the South. The Tata Jubilee Part adjacent to the Institute, provides beautiful scenery, fresh air and a healthy environment.

Campus facilities include 59 flats for faculty and staff, an air-conditioned auditorium with 1500 seating arrangements, a spacious air-conditioned library, residential facilities for 500 students and for 112 participants who come for the management development programmes.





XLRI Jamshedpur

Finally
the entire
country is
XLRI's
classroom!



Recognition

Two-year Post Graduate Programme in PM & IR, two-year Post Graduate in Business Management and three-year part time Executive Post Graduate Programme are recognized by the Association of Indian Universities and the All India Council for Technical Education (AICTE) of the Government of India. The Institute has been cited in the National Education Policy document as an institution imparting higher education. The AICTE has recently recognized the Fellow Programme in Management as equivalent to a Ph.D in Management. Since XLRI is an autonomous Institute not affiliated to any university, it does not grant degrees. The Alumni of XLRI are accepted for admission to doctoral programmes in India as well as in universities and institutions abroad.

Programmes & Activities

- A two-year Post Graduate Programme in Personnel Management and Industrial Relations (PM & IR)
- A two-year Post Graduate Programme in Business Management (BM)
- A three-year part time Executive Post Graduate Programme (Exec-PGP) at XLRI and Dubai
- A one year General Management Programme (GMP) - for working executives.
- A Doctoral level Fellow Programme in Management (FPM)
- A Doctoral level Fellow Programme in Human Resource Development offered in collaboration with the Academy of Human Resource Development, Hyderabad
- Management Development Programmes and In-company Training Programmes in various areas of Management
- Consultancy, Research and Publications on management related issues for organizations in different sectors

"The Institute's facilities and resources thus far was confined to students in Jamshedpur only. Now, with the satellite-based programmes we are able to reach out to many, and at the national level."

E A Augustine, SJ



HECL



Hughes
Escorts
Communications
Ltd.

Hughes Escorts Communications Limited (HECL) is the Indian operation of Hughes Network Systems (HNS), USA. HNS is the global leader in the business of broadband satellite communications and it has been titled 'King of VSAT Business' by Comsys.

In India, HECL has been offering services to the Enterprise Sector since 1995. With a base of more than 250 customers on the shared hub and over 15,500 on Hughes technology using 8750+ VSATS spread across 900 cities / towns in India, HECL is the largest satellite service provider in the Asia Pacific region (Comsys 1999-2001).

HECL's business operation covers a vast field including: Networking (VSAT services, Managed Network Services and System Integration); Internet Services (Private Gateways, Data Centres, Application Services and Connectivity Services using the HECL broadband satellite network); Retail Services (DIRECWAY Fusion & DIRECWAY Global Education).

Welcome to the world of DirecWay Global Education!

The DirecWay Global Education service uses technology sourced from Hughes and One Touch Knowledge Systems Inc. (OTKS), a company owned jointly by Hughes & the Apollo Group, Inc., USA. OTKS is the world's leading provider of interactive learning systems and technologies. Today there are more than 28000 OTKS classrooms operational across the world.

DIRECWAY Global Education

DIRECWAY Global Education (DWGE) is an infrastructure and content-based, real-time interactive learning service targeted at both the Enterprise and Consumer/Student ends of the market.

The instructor sits in the studio, while the students interact from classrooms spread across the country. The information from the studio comprising live video, voice and data is sent over to all the classrooms using the Hughes' broadband satellite network.

Students interact with the instructor using voice and data. The system is also able to manage entire classrooms, manage voice and data interaction, and measure the student's comprehension and help in student certification.

Hence DIRECWAY Global Education is an endeavour to replicate a traditional 'live' instructor-led classroom environment.

Several corporate customers have used the DIRECWAY Global Education's service to train their dealers, employees, customers and associates all across the country.

The DIRECWAY Global Education's education services were started in December 2000, by entering into associations with leading institutions in India and abroad for their programmes. The association takes training and education programmes from the respective partner institutions beyond their geographical boundaries to all classrooms across India.

DIRECWAY Global Education allows the faculty to use presentations, video, audio, white boards, etc. to effectively communicate and interact with the students on a real-time basis as done in a regular classroom

Some of the key benefits are:

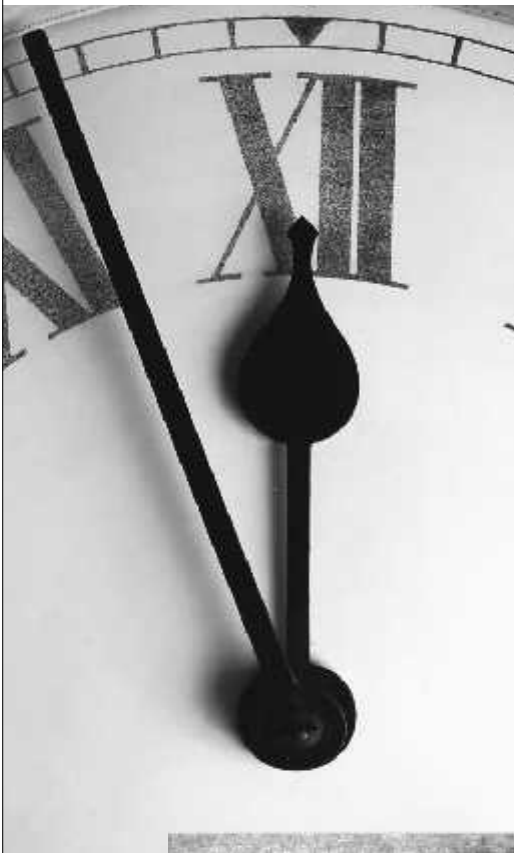
- DIRECWAY Global Education offers highest-level of interactivity as in a live classroom.
- It has built in class management tools that help the faculty in conducting the class effectively.
- It has built-in measurement and certification tools that help the faculty to monitor each student's progress accurately and effectively.

DirecWay Global Education is the ideal way to increase the reach and coverage of premier institutions without compromising on:

- The Interactivity
- Control & Certification
- Quality of Content and
- The Faculty: as of now, the best of faculty sitting centrally can reach out and address participants simultaneously in the various cities of India



Post Graduate Certificate in Business Management (PGCBM) Financial Management (PGCFM) Software Management (PGCSM)



The need for management education in today's world for effective performance is a forgone conclusion. While experience might have been the backbone of effective performance in the corporate world of yesterday, knowledge and continuous learning is the mainstay amongst the best organizations of today.

In order to satisfy this thirst for knowledge and to become a learning organization, XLRI has evolved consolidated programmes in Management. These programmes aim to provide an opportunity to the candidates to study and earn a Post Graduate Certificate in Business Management (PGCBM) or Post Graduate Certificate in Financial Management (PGCFM) or Post Graduate Certificate in Software Management (PGCFM) while working, without interrupting their career.

Course Objectives

- To expose the participants to the various theories and practices of BM / FM / SM.
- To equip the participants with tools and techniques with which they can handle their current business tasks better and in an effective manner.
- To give the participants a holistic perspective of BM / FM / SM so that they can shoulder greater responsibilities in their future career.
- To get tuned to the latest developments and best practices prevalent in the current economy.

Programme Pedagogy

The above stated objectives will be attained through:

- An intensive programme useful from a corporate management view point
- Class-room environment on DiRECWAY Global Education's satellite learning platform
- 7 days of intensive learning at XLRI campus
- Project-based courses
- Lecture Series
- Case methods
- Group work

The programmes are designed for high potential mid-career managers and graduates moving up to the next level in management.

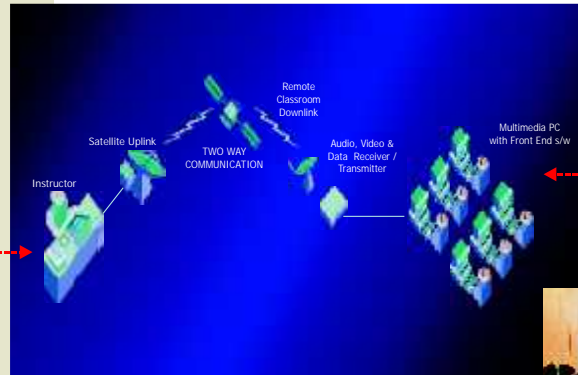


Delivery Mechanism



The sessions will be delivered on Hughes DirecWay Global Education interactive learning platform. The heart of the platform is a powerful user interface that enables large number of geographically distributed students to have a highly interactive 'one to one' exchange with a central faculty. The system incorporates live broadcast video, two way audio and data interactivity to enable the students to watch and interact with the faculty live on their PCs.

The participants are expected to stay in the campus for one week. The exact date and schedule will be announced to the participants in advance so that they can arrange for their leave.



Conceptual discussions, case discussions and panel discussions will be the primary vehicle of learning on the platform.

Integrating
Traditional
Methods Of
Education
With The
Latest In
Technology





Post Graduate Certificate in Business Management

MARKETING AREA

- Principles of Marketing
- Marketing Research
- Product & Brand Management
- Sales & Distribution Management
- Strategic Marketing

FINANCE AREA

- Financial & Management Accounting
- Corporate Finance
- Financial Markets & Banking
- International Financial Management

ECONOMICS AREA

- Managerial Economics
- Economic Environment of Business

OPERATIONS MANAGEMENT AREA

- Quantitative Methods for Decision- Making
- Operations & Production Strategy
- Operations Research
- Logistics & Supply Chain Management

INFORMATION TECHNOLOGY AREA

- e-Business

STRATEGY AREA

- Strategic Management
- International Management

HUMAN RESOURCE MANAGEMENT AREA

- Human Resource Management

ORGANIZATIONAL BEHAVIOUR AREA

- Individual & Group Behaviour in Organizations
- Organization Structure, Design and Change

GENERAL MANAGEMENT AREA

- Business Law
- Project Work

Eligibility

At least 50% in graduation & at least 2 years of work experience.

Selection Procedure

- a. Qualification : Professionals will get preference .
- b. Quality and years of work experience .
- c. Interviews to be conducted by XLRI.

* Campus visit(Campus Component): Compulsory(6-7days)
 * Interactive Hours : On Satellite 348 hours ! On Campus 52 hours ! Total 400 hours
 * Certificate Eligibility & Graduation Requirements : Pass Grades, Compulsory Campus Visit, etc.



Post Graduate Certificate in Financial Management

Term-wise courses (Tentative)

Term - I

1. Basic Financial Accounting
2. Quantitative Techniques
3. Managerial Economics
4. Cost Management
5. Macro Economics
6. Financial Management-I

Term - II

1. Managerial Accounting
2. Financial Management-II
3. Capital Expenditure Planning & Control
4. Commercial Banking
5. Securities Analysis & Portfolio Management
6. Marketing of Financial Services

Term III

1. Mergers Acquisitions and Corporate Restructuring
2. Options, Futures and Derivatives
3. Fixed Income Securities
4. Corporate Taxation
5. Financial Markets
6. International Business Economics
7. Advanced Management Accounting

Eligibility

At least 50% in graduation with at least 2 years of work experience

or should have at least cleared CA, (Inter) / M.Com, ICWA (Inter) / CFA (Inter) / CS (Inter)

Selection Procedure

- a. Quality and years of work experience
- b. Based on personal interviews conducted by XLRI
- c. Sponsored candidates will get preference

* Campus visit(Campus Component): Compulsory(6-7days)
 * Interactive Hours : On Satellite 348 hours | On Campus 52 hours | Total 400 hours
 * Certificate Eligibility & Graduation Requirements : Pass Grades, Compulsory Campus Visit, etc.



Post Graduate Certificate in Software Management

Term-wise courses (Tentative)

Term I

1. Organizational Behavior & Structure, Design , Change
2. Quantitative Techniques
3. Managerial Economics
4. Principles of Marketing
5. MIS
6. DBMS

Term II

1. Principles of Finance
2. Principles of HRM
3. Production and Operation Management
4. Business Data Communication and Telecommunication Networks (BDCTN)
5. ERP
6. Data Warehousing and Data Mining

Term III

1. Object Oriented Programming
2. IS Strategy
3. Information Security and Risk Management
4. Software Development Process & Project Management
5. e-Business
6. Cyber Law & IPR
7. Team Building

Eligibility

At least 50% in graduation and at least 50 percentile in XAT or equivalent test (includes ATMA, CAT, JMET, IIFT, IRMA, MAT and NMAT of past 18 months)

Students who have not appeared for any of these test may contact DIRECWAY for further details.

Selection Procedure

- a. Quality and years of work experience
- b. Certificate verification by XLRI

* Campus visit(Campus Component): Compulsory(6-7days)
 * Interactive Hours : On Satellite 348 hours | On Campus 52 hours | Total 400 hours
 * Certificate Eligibility & Graduation Requirements : Pass Grades, Compulsory Campus Visit, etc.

Students on Campus



XLRI



"If people cannot come to the classroom, the classroom will go to them ... and this need is expressed by the working professionals across the country"

Prof. Madhukar Shukla

"XLRI is adding a new dimension in the field of technology enhanced learning. DirecWay Global Education takes away many disadvantages of e-learning while retaining the core collaborative group learning achieved in a typical classroom"

Dr. A.K. Pani



"Good faculty is difficult to get, and students across different locations can now get to learn from experienced teachers"

Prof. Sharad Sarin

"At XL, we strive to excel in moulding Xlers who would take the industry and the country forward. Education through satellite is surely the right step in this direction."

James Santhanam, S.J.





XLRI FACULTY



A C Jesurajan, S.J.
B.Sc., L.Ph., M.A. (Leicester, UK)
 Communication, General Management Area
 Father Jesurajan received his training in mass communication and spent seventeen years in the Philippines, in India and in the USA teaching, training and researching varied areas of mass communication. Since 1984, he is a professor at XLRI where besides teaching Managerial Communication and Corporate Image Building to full-time students, he conducts in-company and training programmes for managers and executives of companies on these and other related areas. He has been conducting workshops to CEOs and other senior level managers, in India and abroad. His experiences in training managers and his knowledge of the industry make him unique in this field of managerial communication. He is Editor of the Institute's journal, Management and Labour Studies.
 E-mail : jesuraj@xlri.ac.in



Abinash Panda
*MCA (REC, Rourkela), M.A. (International Univ., Japan), *FPM (MDI, Gurgaon)*
 Organizational Behaviour Area
 Was a Visiting Faculty in IIM, Indore prior to joining XLRI. He has worked in industry in various functional areas for about six years. He has presented papers in several national and international conferences. He has co-authored a chapter in the book, "International Management" edited by Monir Tayeb. He has contributed academic papers in various journals including Psychology and Developing Societies, Vikalpa, Management Review, Indian Journal of Industrial Relations, and Global Business Review. His teaching case titled, "HICOM" has been published in Asian Case of Research Journal. His areas of interest are Culture and Organization, National Business System and Organizational Socialization.
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M.Tech (IIT Madras), Ph.D. (IIT Kharagpur)
 Information System Area
 Chairman of the Information Systems area, Coordinator of the Center for e-Business, XLRI Jamshedpur, India. Has thirteen years of teaching and research experience in the area of computing. Published and presented several papers in leading journals and national/international conferences. Current areas of interest are e-Commerce, e-Business, e-SCM, e-CRM, e-Procurement, e-Security & policy, IT outsourcing and application of intelligent agents in business. Presently member of Indian Association of Research in Computing Sciences (IARCS) and Computer Society of India.
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Biswatosh Saha
B. Tech (IIT Kharagpur), FPM (IIM Calcutta)
 Strategic Management Area
 Did doctoral work on foreign investments and its effect on domestic industry. Aditya Birla Research Center of London Business School, P. D. Agarwal TCI Foundation supported the doctoral work. Published research papers and case studies in international journals and books. Had previously worked in the industry and at Vinod Gupta School of Management, IIT Kharagpur. Research interests include Business Policy, Industrial Policy, Multinational Corporations and Study of Emerging Chinese Enterprises.
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Deepak Kapur
B.E.-Hons (Punjab Engineering College, Chandigarh), MBA (Punjab University, Chandigarh) Fellow (IIM Ahmedabad)
 Strategic Management Area
 Has an excellent academic record and is recipient of several scholarships and academic awards. Did doctoral work on the impact of firm level variables and economic reforms on the export performance of Indian private sector firms. Has experience in the public sector as a Group A officer in a High Technology company and in an infrastructure organization. In addition to teaching management subjects to MBA students, he has also taught engineering subjects to students of B.E. at the University level. Has published papers in reputed journals and presented papers in national and international conferences. Research interests include Corporate Strategy and Economic Policy, International Marketing, International Business, Legal aspects of business. Recently, he has also completed all academic requirements for the award of the LLB degree.
 E-mail : dkapur@xlri.ac.in



E A Augustine, S.J.
M.A. (Utkal), LLB (Ranchi), PGDRDM (IRMA), MADS (East Anglia)
 Industrial Relations Area
 Areas of interest include Administrative Law and Labour Laws. Is associated with various NGOs as Director, Advisor and Consultant. Has expertise in Adult and Non-Formal Education. Specialization includes Rural Development, Social & Gender Development, Joint Forest Management, Empowerment of Scheduled Tribes, Scheduled Castes and Women, Formulation, Planning, Monitoring and Evaluation of Development Projects through PRA, LFA and Social Auditing.
 E-mail : augustine@xlri.ac.in



E M Rao
M.A. (S.W.), LL.B., Ph.D. (TISS)
 P M & I R Area
 Dr. E. M. Rao had been in industry as a Personnel and Industrial Relations Manager for more than 20 years and was associated with several reputed organizations including Warner - Hindustan, VST and IDL Industries Ltd., Hyderabad and later as an Advocate and Management Consultant. Dr. Rao was with the ICFAI Business School, Hyderabad as a Professor in Management for two years before joining XLRI in the year 1997. Dr. Rao conducted in-company training programmes in various organizations like Shriram Honda, Raymond Synthetics, IOC, HPCL, OIL, Tata Cummins, BEL, Ranbaxy, ITC, Goa Shipyard and Eicher. He has published more than 20 papers on personnel/human resource management, industrial relations and labour law. A life member of NIPM, IIRA, NHRD Network and NLLA. His areas of specialization include Industrial Relations, Labour Law, Disciplinary Action, Negotiation Skills, Performance Management, Potential Appraisal, Career Planning & Development and Managerial Skills/Effectiveness. Dr. Rao has edited the 6th edition (2004) of the famous "Law of Industrial Disputes", authored by Mr. O. P. Malhotra. In addition, Dr Rao has authored the book titled "Industrial Jurisprudence" (2004).
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Has been in teaching, training and consulting since 1985. Presently Professor & Coordinator, Organizational Behaviour Area and Coordinator Centre for HRD at XLRI. Deeply interested in Positive Psychology and Spirituality at Work. His areas of interest include organization development (OD), emotional intelligence, personal effectiveness, and leadership. Received Best Research Paper Award from AIMS and Gold Medal for Best Doctoral Thesis. Presented his research at several international conferences. His research appeared in international journals of repute like the Journal of Applied Psychology, Journal of International Business Studies, Cross-Cultural Management, etc.

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Professor of Finance and Economics and Member of the Board of Governors of XLRI Jamshedpur. Over nineteen years of teaching, research and consulting experience in the field of finance and economics. Professional associations included organizations such as the Export - Import Bank of India, Reserve Bank of India, the Indian Planning Commission, Commonwealth Secretariat & the United Nations. Research interests include bond markets and their derivatives, empirical finance, development finance and conduct of exchange rate policy and management.

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Worked with Loyola College (Madras), Centre for Organization Development (Hyderabad) and Academy of Human Resources Development (Hyderabad). Rendered consultancy services to many public and private organizations. Areas of special interest include Organization Development and Change, Developing Vision, Mission and Value Congruence, Building Organization Culture, Personality Development through Transactional Analysis, Leadership, Team Building and Counselling.

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Joined XLRI in June, 2004. Has an eclectic profile developed over 30 years first as an academicians-cum-administrator at XLRI and subsequently as a senior executive at Tata Steel. His earlier stint at the Institute, spanning 10 years, culminated as Dean for a 4-year term. He taught a variety of courses in the Organizational Behaviour, Economics and General Management areas in the postgraduate and executive development programmes. He also conducted a large number of in-company programmes for leading companies. At Tata Steel, he played a pivotal role in designing many of the HR systems and practices for which the company is renowned. He also spearheaded its learning centres for 20 years. He has now returned to XLRI as the "Tata Steel Chair Professor of Organizational Development".

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A Psychologist by training, Dr. M. B. Fenn is a member of the O.B. Area and the Marketing Area at XLRI.

Dr. Fenn's special interest is in the interpretation of symbols, both within a person's own world and in society/culture. Dr. Fenn is a visiting faculty at the American University of Armenia, and teaches courses in Organizational Behaviour, Leadership and consumer Behavior, both in India and abroad. His Ph.D. from the HSS Department of IIT Bombay included elements of semeiotic and hermeneutics, which is reflected in his interests in qualitative research and his work in consumer research and in advertising research.

You can learn more about Dr. Fenn, and his interests by login on to <http://www.fenn.net>.

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Services Management, Consumer Behaviour, Marketing of Financial Services and Marketing Research Area

Fr Casimir Raj has been teaching Marketing for the past 30 years in various institutions XLRI, XIM, Bhubaneswar, Goa Institute of Management, St. Luis University, St Luis, Missouri, Wheeling Jesuit College, Wheeling and LIBA, Chennai.

He was the founder director of LIBA and Principal of Loyola College, Chennai. He was the Director of XIM, Bhubaneswar. He has published numerous articles on higher education and marketing.

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Has 20 years of experience in teaching and research, published 10 books and 20 articles of high repute, worked with XIM Bhubaneswar as a Visiting Professor for more than 10 years and served as a Principal, University Law College, Utkal University, Bhubaneswar for nearly 8 years. His areas of specialization include industrial relations, labour law, company law, trade law, collective bargaining, child labour, and intellectual property rights.

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Information Systems, Organizational Behaviour, General Management Area

Did Doctoral work on Panoramic Image processing. Published several research papers in International Journals in the field of

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After graduating from XLRI in 1986, he worked at XIM, Bhubaneswar from 1989 till 1993, in the capacity of administrator and financial controller. He had the opportunity to study at various places Mangalore, Ahmedabad, Patna, Ranchi, Pune and understand the richness of our Indian culture and thought.

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Worked in the Marketing Department of Agricultural input companies for 10 years. Areas of interest include Marketing Research and Distribution Management. Conducted several training programmes on Marketing topics. Published papers in national and international journals. Presently Dean (Academics) XLRI. Visiting faculty to Indian Institute of Management, Ahmedabad and Lucknow and Xavier Institute of Management, Bhubaneswar.

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Prof. Pitabas Mohanty is a Fellow of the Indian Institute of Management Bangalore. A Gold Medallist in MA (Applied Economics) he is also a Chartered Financial Analyst and a cost accountant. He has got more than eight years of teaching experience in Investments and Corporate Finance. He is actively into research in corporate finance and investments with many publications in books and refereed journals. He has also consulted a few companies in valuation of companies. He won the Best Young Teacher Award from AIMS in 2002. He got the first prize in two consecutive years in the Capital Markets Conference organized by the UTI Institute of Capital Markets. He also got the prestigious Citibank Research Excellence Award in IIM Bangalore. He has got the Best Research Paper Award from AIMS in 1999.

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Worked for a decade in government and private sector. Published several papers in reputed journals. Specialization in the area of Human Resource Management with special emphasis on Managing Redundancy, Union Management Corporation and Performance Management, Managing Negotiations.

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Prithwiraj Nath
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Dr. Prithwiraj Nath is presently a faculty in the Marketing area at XLRI Jamshedpur. His research area includes impact of marketing on the financials, marketing performance measurement and benchmarking, marketing decision models and forecasting box-office success for the movie industry. He teaches Marketing Management, Services Marketing, Marketing Research and Decision models in Marketing to the MBA and Executive MBA students.

Prof. Nath has published several research papers in the top grade international journals in the area of Marketing and Operations Management. He has contributed articles in several scholarly books published by Tata McGraw Hill, Oxford Publisher and Macmillan India. He has spoken at several international conferences including Marketing Science (University of Maryland, College Park, U.S.A), Efficiency and Productivity Analysis (Russian Academy of Sciences and University of Queensland, Australia), Management in the Information Economy (INSEAD, Asia Center, Singapore) and in the Asia-Pacific Operations Research Society (National University of Singapore). He is an adhoc reviewer for several international marketing journals and is an adjunct Professor at two international universities. He has been a member of the Institute for Operations Research and Management Sciences, U.S.A and Productivity and Research Network, Denmark.

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Organizational Behaviour Area

Dr Premarajan has more than 15 years of work experience as an academic and as a practitioner. Currently he is also the L&T Scholar of HR. Prior to joining XLRI, he worked as a faculty of Tata Institute of Social Sciences, as Executive Assistant to the Chairman of National Dairy Development Board, and with the HRD Division of Larsen & Toubro Limited. His areas of consulting, training and research are Competency Based HRM, Organizational Career Development, Assessment & Development Centre, and Measuring HR. He also teaches a course on Organizational Structure, Design and Change.

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Did an empirical study on "Control and Coordination of Global Software Projects" as a part of doctoral dissertation at IIMB. He was awarded UNESCO-IFIP grant for his doctoral work. Current interest includes valuation of IT investments, insourcing and outsourcing of software development projects, new product development, and strategic use of information technology resources in networked world.

He is also a member of Association of Information Systems (AIS) and Software Process Improvement Network (SPIN) at Bangalore. Has published several papers and attended international conferences. His academic achievements include Director's Merit Certificate for being the best Doctoral Student at IIMB. Prior to joining XLRI he has worked in the corporate world as an investment research analyst.

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Finance, Strategic Management

Worked in the corporate sector. Was a visiting scholar at Copenhagen Business School, Denmark. Did doctoral work on relationship between diversification strategy and financial performance of Indian business groups. IBER (USA), Aditya Birla Research Center of London Business School and National Stock Exchange awarded/supported his research works. Areas of interest include Corporate Finance, Diversification Strategy and Study of Business Groups.

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Teaching, research, training and consulting interest in development economics, public systems and service delivery in infrastructure, health and education, corporate social responsibility, public - private partnership, entrepreneurship and small business management, poverty and gender studies. Has served as a consultant to governments in India and abroad on economic planning issues. Worked as Enterprise Development Adviser for DFID, Government of UK and as a consultant to several multilateral and bilateral agencies. Published extensively in national and international journals. Has been a Fulbright scholar at the Harvard Business School and visiting faculty and guest lecturer at several universities abroad.

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Operations Management, ERP Area

About eleven years of industry experience in senior executive positions. Current areas of interest include Enterprise Resource Planning Systems, Quality Systems and Modern Manufacturing Systems and Technologies, IT tools for managerial decision making. Published / presented papers in various international journals and conferences.

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Dr Patro has more than 18 years of experience in teaching, research and training. He has published extensively in national and international journals. He is the coordinator of the Marketing Area at XLRI. He has handled consulting assignments for many organizations in the field of Marketing and Strategy. His areas of interest are General Marketing, Strategic Marketing, Brand Management and Rural Marketing.

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Prof Sarin has been with XLRI since 1976. Before joining XLRI, he worked in industry for four years. He is currently on the Boards of Mudra Institute of Communications, Ahmedabad and Tata Refractories Ltd., Belpahar. He was also a Member of the Governing Board, XLRI Jamshedpur. Over the last 28 years, he has been a corporate consultant to several large and well-known Indian companies. He has conducted more than 100 programmes and workshops on Strategic Marketing, Industrial Marketing, Relationship Marketing, Strategic Management and Customer Satisfaction, both in India and abroad. He has been Visiting Faculty to IIM-Ahmedabad, University of Colorado at Boulder and Rhode Island in the USA. His areas of interests are : General Marketing, Industrial Marketing, Competition and Globalization, Relationship Marketing and Marketing's Role in Development.

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Specialization in Combinatorics and Graph Theory. Fields of special interest include Fractals Database Management, Artificial Intelligence and Quantitative Methods. Published fifteen papers in International Journals such as Discrete Mathematics, Utilitas Mathematica, Ars Combinatoria and also in Springer Verlag Lecture Notes Series.

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Dr Krishnan does research on transformational leadership, value systems of individuals in organizations, and Indian ethos. He teaches advanced courses on "Leadership, Influence, and Power," "Indian Philosophy," and "Impression Management" to fulltime students, and conducts workshops on "Transformational Leadership" for senior executives.

Details regarding his publications, courses, and workshop are available at <http://www.rkvenkat.com>. Before joining XLRI in 1996, he was teaching business administration at Temple University, Philadelphia, for three years. He had also worked as a manager in the banking industry in India before going in for his doctoral studies.

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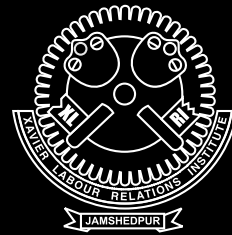


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