Analysis of Mixed Outcomes: Misclassified Binary Responses and Measurement Error in Covariates


Tathagata Banerjee and Surupa Chakraborti

This paper considers regression models for mixed binary and continuous outcomes, when the true predictor is measured with error and the binary responses are subject to classification errors. The focus of the paper is to study the effects of these errors on the estimates of the model parameters and also to propose a model incorporating both these errors. Likelihood based analysis is undertaken. Theoretical results are derived to show that the estimates of the parameters of interest are usually subject to underestimation. The proposed model results in a substantial improvement in the estimates as shown by extensive simulation studies.

Corporate Governance of State-Owned Enterprises: Case of BSNL

In Economic and Political Weekly, 44(41-42), 2009.

Sidharth Sinha

One missing element in the reform and liberalization process in India is the restructuring of the incumbent state controlled monopoly operator prior to, or simultaneously with, the opening up of the sector to competition. This places the state-owned operator at a serious disadvantage relative to competitors. This has been the case with Air India/Indian Airlines with adverse consequences. This paper argues that BSNL/MTNL may be headed in the same direction. The restructuring of state-owned enterprises must begin at the top with a complete reorientation of the corporate governance mechanism.
which establishes the relationship between the government and the enterprise. With the growth of private operators in these sectors, state-owned enterprises are no longer of strategic importance to the Government for sector development or providing ‘universal service’. To the extent privatization is not feasible, or desirable atleast in the short run, the corporate governance mechanism should be designed around the objective of growth and efficiency as in the case of private enterprises.

**Challenges of Identity Management: A Context in Rural India**


Rajanish Dass and Sujoy Pal

An efficient identity management has been an aspiration and dream for many nations and organizations. The objectives for uniquely identifying individuals have been different for different entities. For some, the need for better security had been the driving factor, while for others identity management would mean better transparency and improved efficiency. A national identity also helps authenticate a person's entitlement to government services. The challenges in implementing an efficient identity management mechanism in a country like India are immense. In this paper we have tried to identify the challenges and factors effecting identity management in rural India at a micro level by studying the membership management of Self Employed Women’s Association (SEWA)—an organization working in rural districts of India.

**Teachers as Educational-Social Entrepreneurs: The Innovation-Social Entrepreneurship Spiral**


Vijaya Sherry Chand and Sasi Misra

This article extends the ideas underpinning the concept of ‘social entrepreneurs’ to teachers who have created social value in the contexts of socio-economic and educational deprivation. Such teachers develop innovative practices that are tailored to their situations, in order to address issues like poor demand for education in the community; social barriers to enrolment, particularly of girls; social problems that spill into the educational domain; lack of resources for education; and poor schooling environments. While the teachers do tend to form a new identity which is defined by a mix of educational and social leadership qualities, their social entrepreneurial and innovative behaviour tends to be circumscribed in its impact. A policy entrepreneurship focus that encourages diffusion processes, which are different from those of the innovation generation, allows the pooling and sharing of locally effective social entrepreneurship practices, and contributes to wider social impact.
Surviving the Recession: Venus Jewel
A Case Study from the Indian Diamond Industry

Indu Rao and Deepti Bhatnagar

Though the Indian diamond industry witnessed a severe recession in the year 2008, it was already showing signs of recovery in 2009 led by its large sized firms. This article presents facts from a study conducted in a 40-year old, large sized Indian diamond processing firm, which led the revival of the industry. It includes description of the company policies, management practices, innovations, the organization structure and other unique systems. It also describes the exemplary business acumen and leadership qualities of the founder of the diamond unit under study. Besides, this is the first such study conducted in the Indian diamond industry, which has otherwise remained undocumented in spite of an extraordinary global performance.

Supply Chains for High Value Crops: A Case Study of Mint in Punjab

Sukhpal Singh

Diversification towards high value crops is gaining momentum both in policy as well as practice at the farmer level as these crops provide better returns and promote value added agribusiness enterprises. The New Agricultural Policy resolution emphasizes diversification towards high value products (fruits, vegetables, livestock and fisheries) and local agro-processing. One of the mechanisms to promote commercialisation of high value crops adopted in India more recently is contract farming. This paper attempts an analysis of the nature of the value chain for mint in Punjab from its production to marketing, from the small producer perspective, and explores various channels of marketing in order to identify mechanisms of small producer inclusion. This paper examines the nature and performance of contract and non-contract channels and brings forth policy issues and steps from a small producer perspective.

India is the leading producer of mentha oil in the world with around 14000 metric tonnes production in 2003 followed by China and Brazil at second and third places, respectively. India also leads the mentha oil exporting countries with exports of around 3000 tonnes annually (₹ 565 crore in 2002-03). Argentina, Brazil, France, Germany, Japan, UK and USA are the major importers of mentha oil. The land under mint in India has increased constantly and is currently around 70,000 hectares. As compared to other mint crop oils like mentha peperata oil, mentha spearmint oil and mentha citrata oil, mentha arvensis oil has a major share in production in India. Menthol production is also done on a commercial scale. Mint products alone accounted for almost 1/3 of total spice export earnings.

The value chain for mint consists of growers, oil extraction plants of the contracting company as well as those set up by individual entrepreneurs which number more than 60, and the buying companies, both contracting and non-contracting. The mint contract growers were larger than their non-contract counterparts in terms of their land holdings (almost double, 40 acres against 21 acres), much larger in owned land (21 acres against 8 acres) and number of tubewells, and planted larger acreage under mint (11 acres) compared with that by non-contract growers (6.8 acres). The mint contract growers had, on an average, lower cost of production, almost negligible transaction cost as the company did not charge for extraction of oil, lower yield due to new varieties, and thus, somewhat lower gross income but higher net income which was almost 1.5 times that of the non-contract growers.
There were no defaulters in case of A. M. Todd & Co. (contracting company) as it allowed farmers to withdraw after one or two years of contract and come back again to contract with the company. Also, it was the only large scale buyer of the crop and had alliances with many local oil extractors who could be alternative channels for the growers.

Since mint is a third crop for most of the farmers and fits well into their cropping cycle and does not need much investment, it has attracted farmers. The successful and smooth functioning of the contract farming system in mint by A. M. Todd in Punjab with no involvement of the state or any other agency, largely due to the nature of the crop, clear terms of the contract, assured returns to growers by competitive prices and the commitment of the company, corroborates the point that contract farming is best left to the company and the growers.

Indian Call Centres and Business Process Outsourcing: A Study in Union Formation


Phil Taylor, Premilla D’Cruz, Ernesto Noronha and Dora Scholarios

In this exploratory study of union formation in the Indian call centre/business process outsourcing sector, the authors draw upon evidence from the first detailed survey of members of the recently formed UNITES, and from extensive interviews. This paper engages with mobilisation theory and analyses of trade union formation. The findings indicate that UNITES appears to have a constituency far wider than its existing membership. The survey uncovered manifold grievances, from seemingly trivial indignities to heavy-handed supervision, to diverse issues around pay, to a plethora of complaints over work-times, and profound concerns over employee safety. The evidence suggests that employee concerns are widespread in the context of a democratic deficit. The findings also underscore that UNITES can benefit from international union support—the actions and interventions of unions in the global north and of international federations can exercise an influence.
Unnati Stores: Punjab
Case Registration No. & Date: CFR0003, 27-07-2009

Piyush Kumar Sinha and Abhishek

Progressive Corporation has set up a chain of new format retail stores in the rural areas, that sell agri-products as well as consumers products. The chain has been created in a mother-daughter format. A hub-and-spoke distribution network has been set up. The company has met with good acceptance among the farmer consumers including women. The company is now assessing its performance in the light of the response of customers with regard to varying responses and profitability.

Problem Set for Spreadsheets and VBA for Excel
Case Registration No. & Date: CISG0103TEC, 13-05-2009

Kavitha Ranganathan

This note contains a set of exercises to be solved using spreadsheets. The underlying aim of these exercises is to highlight features of Microsoft Excel (Version 2007) and its accompanying Visual Basic for Applications, which can be used to solve a vast range of managerial problems. Many of these exercises are drawn from real-world situations and problems. While some exercises can be solved using the spreadsheet feature of Excel alone, others need a small amount of programming using the VBA component as well. Some of the features covered in these exercises include: Lookup functions, Advanced Filtering with complex criteria, Goal-Seek, Pivot Tables, Date and String functions, Macro generation, Subroutines in VBA and Optimization using Solver functionality.

Bank of Baroda’s Branding Exercise (A)
Case Registration No. & Date: COMM0006, 26-02-2010

Meenakshi Sharma

The case deals with the branding exercise undertaken by Bank of Baroda in June 2005. It sets the context of the changing industry environment, and describes how the bank took the decision to undertake a repositioning exercise through a major transformation. At the same time, the top management recognized that changes in business and in the logo, would need to be underpinned by a concurrent cultural transformation within the bank. The case highlights the challenges faced by the bank as a large, traditional, public-sector entity with a long history and tradition, in communicating the imperative of adopting a new style of business in the changed industry environment to key internal stakeholders—the entire spectrum of the workforce.
Rajanish Dass is faculty in the Computer and Information Systems Group. His primary research and teaching interests are in the areas of Strategic Information Systems, IT Policies of Organizations, Technology Impact on Society, Competitive Intelligence and Data Mining. He also works on current issues of e-Governance in India and has a keen interest in the evolution of the Indian IT industry.

Rajanish Dass and Sujoy Pal

This case study is designed for investigating various aspects and alternatives for technology implementation at a retail franchisee outlet. The case is based on a real scenario at a franchisee outlet of Nike in Goa and portrays some unique challenges faced by its owner in managing the inventory of these super premium branded lifestyle products. Inventory management and physical stock keeping were the major challenges faced by the owner, and he expected the new system to suggest various ways that could help him decrease the amount of dead stock and manage inventory more efficiently, as well as keep track of the missed sales opportunities. This case can be used in class for determining various critical success factors and key performance indicators of the business, and exploring how technology initiatives can play a role in better management of the supply chain as well as provide a competitive advantage.

G. Raghuram and Satyam Shivam Sundaram

Towards the end of the 90s, mounting losses forced Madhya Pradesh State Road Transport Corporation (MPSRTC), the sole provider of public transport in Madhya Pradesh, to suspend their urban services. As a consequence, organized public transport services ceased to exist in Indore, the largest metropolitan city of the state of Madhya Pradesh. This void was filled by Intermediate Public Transport (IPT) consisting of minibuses, tempos and auto rickshaws. As of January 2004, 300 private minibuses, 150 tempos, and 10,000 auto rickshaws were plying as IPT, but with poor service levels. Lack of public transport was a catalyst for a rapid increase in personalized vehicles, and high level of pollution and accidents. Worried over the rapid growth of personalized vehicles, and high levels of pollution and accidents in Indore, policy makers and administrators had made several attempts of reviving the public transport system in the city. In 2005, the Collector and District Magistrate of Indore decided to make another attempt of reviving the public transport. The two cases, Indore City Bus Transport Service (A) and Indore City Bus Transport Service (B) discuss the complexity involved in the planning, rolling out, and running of public transport services in Indore on a sustainable basis. Case (A) details the prevalent socio-economic condition, travel characteristics, and positions taken by various stakeholders on provisioning of public transport service in Indore as of November 2005. The readers have to conceptualize the transport system for the city and take the position of the Collector and District Magistrate of Indore to prepare a note that would be submitted to the state cabinet for their approval. Case (B) discusses the challenges during the growth and operation of the services as of June 2008.

Anurag K. Agarwal

Sexual harassment at the workplace is often ignored. The reasons may the fear of being fired, singled out, discriminated, nitpicking, being burdened with avoidable work, etc. There may be another serious reason of unavailability of an efficacious, just, fair and reasonable legal remedy. While making a decision, the courts also consider the context in which the complaint for sexual harassment has been made. The context takes into account the parameters of culture, individuals, their conduct, past record, time, place, profession, legitimate expectations, extraordinary or normal circumstances, etc. This case is based in part on court judgments and information retrieved from secondary sources. Incidents and characters mentioned in the case are fictitious.
Lessons from Leveraging Land: A Case of Bangalore Mysore Infrastructure Corridor


G. Raghuram and Satyam Shivam Sundaram

The Bangalore Mysore Infrastructure Corridor (BMIC) was a pioneering project in leveraging land for generating adequate revenue for financing an expansive infrastructure project. The project was conceived as early as 1988 with the twin objectives of connecting Bangalore and Mysore with an expressway and developing infrastructure (mainly townships) around the expressway. The idea was that the same developer would develop the expressway and the townships. The potential revenues generated from leasing the properties in the townships so developed would act as incentive for the developer to construct the expressway. Twenty years later, the project is still incomplete. This chapter outlines the events that impacted its course and pace since inception. It highlights the roadblocks and controversies that plagued the project and draws lessons from the mistakes.

Linking Small Primary Producers with Markets through Fresh Food Retail Chains in India: How Inclusive and How Effective?


Sukhpal Singh and Naresh Singla

Linking small primary producers with markets has been identified as one of the major issues in policy and practice in improving livelihoods for millions of poor in the developing world. More recently, there have been many corporate attempts at linking farmers with markets including those by food retail chains in India. This paper examines the inclusiveness and effectiveness of the fruit and vegetable retail chains in linking farmers with end markets with the help of a case study of a retail chain (ITC’s Choupal Fresh) and its farmer interface based on a primary survey of growers of two major crops—cauliflower and bottle gourd—by analysing the profile of farmers working with the chain in Punjab and Haryana, their incentives to work with it, and the effect it has been able to make on their incomes.

The chain procures from farmers in Punjab and Haryana based 40 kms. away from Chandigarh where it has its stores, through a consolidator under contractual arrangement based on fixed commission. Grading is done manually and produce from the farmers’ field is brought in crates. The chain pays market price based price to the supplying farmers in cash through the consolidator who gets an advance for the same and picks up from the farmers’ fields. The chain buys only A grade produce and there is a quality check at the store besides the farm level grading. Direct procurement from farmers was 40% of the total. The consolidator had formal contract with the chain and an informal one with the supplying farmers. Both quality and price were determined by the chain. The farmer price was the closest reference market (mandi) price of the day minus transport cost. But, the farmers were paid 10% premium on this price for ITC grade material which was the only grade it bought.
One third of ITC farmers were small followed by semi-medium and medium. Small farmers were the largest practitioners of leasing in and leasing out. With leasing in and out, average size of holdings of all farmers went up from 6.91 acres to 9.91 acres, resulting in more than 40% of operated land being leased in. 54.5% farmers were local and the rest were leasee migrant farmers. Farmers were of the view that the chain had made them quality conscious, fetching them higher price besides being aware of the price of the produce to be sold to ITC in advance unlike in the case of mandi. Moreover, selling of the produce to the ITC had given them an extra option to sell the produce, bargaining power in mandi, and reduced price uncertainties. Farmers across both categories sold bulk of their produce (about 80%) in mandi as ITC was procuring only 20% of the total produce. About 77% farmers were not satisfied in linking with ITC. The major problems faced were: low volumes procured, and low price overtime.

Thus, the chain was working largely with more resourceful and larger land operators (owners or leases), offered market price based prices and procured only a limited proportion of the grower’s crop (only A grade) without any firm commitment. It made no provision for any input or other services and did not have any formal contract arrangement. The rejected produce was left for the farmer to dispose off elsewhere. The chain was not able to make an impact on the growers as it was procuring too little because it was not able to sell the procured produce in the market where it faced competition from other retail chains and local vendors and farmer’s market.

**Inequality, Public Investment and Deficits in India**


**Errol D’Souza**

With economic growth as a priority goal of the state it is a puzzle as to why public investment declined since the mid 1990s despite no significant reduction in fiscal deficits. The decline in public investment at a time when more expenditure is required on power, water, and rural infrastructure, is growth constraining to the extent that public investment is known to crowd in private investment in India. Given that economic growth is a priority goal of the state this is a puzzle. The standard explanation which is an event-driven one, has been that the high levels of debt incurred in the 1980s and the subsequent balance of payments crisis of 1991 shifted the focus of fiscal policy towards the low level of government savings and resulted in the initiation of a fiscal restructuring and compression of public expenditures. As the cash flow stream associated with public investment in infrastructure is such that high costs are incurred in the present and the returns though high, accrue over the long run, postponing lumpy and costly public investment spending is far easier for a government than cutting current expenditures. Expenditure compression is therefore linked to investment expenditure cuts.

This paper offers the alternative proposition that public investment affects the returns to the distribution of factor endowments differentially. Though public investment raises the productivity of private factor endowments, those with higher factor endowments benefit more from an increase in public investment than those with lower factor endowments. The rise in inequality makes redistribution more attractive to the median voter and a government attentive to such preferences reallocates expenditures towards transfers and away from public investment. Public investment expenditure then declines when inequality has risen sufficiently. It is the rise in inequality that turns the attention of the state towards redistribution. Even when expenditures are financed by borrowing rather than taxation, increased inequality that creates pressures for redistributive transfers, crowds out public investment. Future income generation gets adversely affected by a reversal of public investment which makes creditors impose borrowing constraints on the state. This paper demonstrates that this can take the form of the enactment of fiscal responsibility legislation.
The Economics and Contribution of Cotton Biotechnology in the Agricultural Growth of Gujarath


**Vasant P. Gandhi and N. V. Namboodiri**

In the wake of introduction of new cotton biotechnology in the form of Bt cotton into Gujarat, cotton production in the State has grown phenomenally from 11.6 lakh bales in 2000/01 to 112 lakh bales in 2007/08. The growth is at a rate of about 38 per cent per year, which has no doubt made a substantial contribution to the nearly double digit rate of growth of agriculture in Gujarat in the last decade. Gujarat has become number one in cotton production in the country with a share of about 40 per cent. Cotton is a major commercial crop in India but had enormous problems particularly from extensive pest damage and poor yields, and Bt cotton offered a very promising solution. The research based primary farmer survey, finds that the incidence of pests is much lower in Bt cotton versus non Bt cotton. The yields of Bt cotton are found to be substantially higher in all farm sizes, and the yield increases, when all effects are included, are found to be about 35 per cent higher and statistically highly significant. The revenue per hectare is also substantially higher. The cost of cultivation of Bt cotton is higher because of high seed cost and low reduction in pesticide cost. However, taking both the revenues and costs into account, the net profits increase by a statistically significant 75 per cent with Bt cotton over non Bt cotton. This explains the great success of Bt cotton in Gujarat and its enormous popularity with the farmers despite high seed cost and purity problems. Another factor that has contributed significantly to this success is the substantial improvement in water management in the rain fed areas of Gujarat through rapid adoption of rainwater harvesting.

**Has Agriculture in Gujarat Shifted to High Growth Path?**


**Ravindra H. Dholakia**

It is clearly established in this paper that agriculture in Gujarat has started growing positively and consistently in the last two decades, i.e., 1990-91 to 2009-10. In the preceding three decades, i.e., 1960-61 to 1989-90, the growth of agriculture in Gujarat was indifferent, highly fluctuating and not significantly different from zero, statistically. It is also found that total state income in real terms grew at accelerating rates during all the five decades of existence of Gujarat since 1960. It is again established with rigorous statistical tests and techniques that endogenously determined date of structural break in the time series of real agricultural income was 2001-02 in the recent times. The agriculture including animal husbandry in Gujarat has experienced a significant acceleration to achieve a very high growth rate of 8 per cent p.a. during the last decade (2000-01 to 2009-10). It has perhaps caused a remarkable acceleration in the overall growth of the state economy during the last decade, from 8.1 per cent p.a., during the 1990s to 10.6 per cent during 2000-01 to 2009-10. It was agriculture that turned first (in 2001-02) and the rest of the economy thereafter (in 2002-03) in Gujarat during the recent decade when the break dates for structural change were found endogenously. This establishes the primacy of agricultural sector in the development and growth strategy followed in the state in recent times. The role of Gujarat’s agricultural growth in the national economic growth acceleration achieved during the last decade is substantial because Gujarat’s economic growth performance accounted for almost one-third of the growth acceleration in the nation, and agricultural growth acceleration preceded the overall growth acceleration in Gujarat.
The paper finds that terms of trade for agricultural sector in relation to the non-agricultural sector in Gujarat played a major role in incentivizing growth in agriculture and hence in the whole of the state economy. Long term trend of improving terms of trade for agricultural sector vis-à-vis non agricultural sector would lead to higher growth of agriculture and hence the overall economy. This was corroborated by the available empirical evidence on Gujarat particularly after 1974-75. The terms of trade for the agricultural sector and trends therein as a determinant of the growth performance not only in the agricultural sector but also in the non-agrarian sector in a state economy is a factor not emphasized in the literature, but evidence from Gujarat strongly supports such a hypothesis. Several factors of observed behaviour of farmers to explain shift to high growth path in agriculture can be traced to the incentives inherently provided by the improving trend in terms of trade for agriculture in the state in the last two decades. The paper being the first chapter in the book, thus provides the background for the rest of the chapters in the book.

**Integrated Model For Blood Bank Operations**

**Harshal Lowalekar**

This research provides a new approach to blood bank administrators for managing the complex blood bank inventory problem. Our method primarily involves identifying and analyzing significant sub-problems from the blood bank context and then integrating them in a comprehensive model.

First we construct a set of stand-alone models for the problems of blood collection under random supply, substitution and componentizing. These problems are quite generic in nature and the insights obtained from these models will be useful in the context of a wide variety of blood banks involved in the activities related to collection and componentizing.

Then we construct an Integrated Blood Bank Simulation Model which will help a blood bank administrator in making decisions like: a) how much blood should be collected during each blood donation camp; and b) how much fresh blood should be componentized after each camp. The Integrated Model is developed for a specific blood bank and it will help the blood bank administrator in analyzing the effect of various policies related to collection, componentizing and substitutability on the overall blood bank performance.

The results from our integrated model suggest that it is actually beneficial to stop collection at some level during the blood donation camps. Our results show that the cut-off level policies usually perform better in terms of managing shortages, wastages and total cost as compared to the existing policy at the chosen blood bank. It was also observed that the process of componentizing increases the overall availability of blood products at the expense of increased processing, wastage and holding costs. Substitutability among various blood products was found to be quite beneficial for the blood bank in alleviating shortages and wastages.

Vaibhav Bhamoriya

The effective management of water resources has become critical in India for managing the vast population and huge demand for food and water. Apart from engineering feats, good institutional arrangements are crucial for the sound management of the resource. Though the development of water institutions has been taken up in India, the existing water institutions are found to be lacking on various counts, and one of the critical deficiencies identified is the lack of adaptiveness to the significantly varying resource status, the temporal and spatial variation in availability and needs, and the different socio-economic settings. As a result, institutional failures are common and lead to poor management of the resource.

The literature on the nature and appropriate development of institutions includes pioneering contributions in new institutional economics, and applications to water institutions (e.g., North 1990, Williamson 1994, 2000, Ostrom 1992). Adaptiveness has been identified to be a major feature and is found to be related to institutional structure, institutional processes and institutional governance.

A starting conceptual framework is built for this research based on literature and field observations. The research undertakes an in-depth examination of adaptiveness in the local water resource management institutions in India, exploring the status of its existence in the present institutions, its determinants, the nature of its need, and the impact better adaptiveness can have on performance and sustainability.

Qualitative preliminary studies were followed with a survey of 464 households across a sample of 22 water institutions in three different states. The relationship of adaptiveness to important institutional design components including the institutional structure, processes and governance was examined. These results were used for modelling the relationship of these factors and other control factors to several dimensions of performance using econometric tools such as TOBIT analysis and structural equation analysis to establish the relationships.

The research concludes that structural features such as completeness and changeability of structure are important for setting up adaptiveness in the institutions. Processes that empower members to suggest changes or setting up multiple choices are important as well. Training can enhance the quality of processes and the performance of the institutions. Participation of members, changeability of management and governance decisions, and developing the capability of the institution to take up new activities can ensure better performance and sustainability of the water management institutions through enhanced adaptiveness.

The research is expected to inform better institutional design including institutional processes, structures and governance mechanisms leading to better performance and sustainability in water resource management. It would also be useful to policy makers in designing better rules, structures and policies incorporating the need for adaptiveness in water resource management. The research would also be a contribution to the literature and frameworks on the nature of institutions and of institutional adaptiveness, and their links to performance.
Natural Gas Market in India: Evolution and Future Scenarios
Subash Dhar and P. R. Shukla

Indian natural gas markets have in the last two decades expanded rapidly in the wake of increased domestic production and gas imports since 2004. Regulatory reforms in the upstream gas markets since 1994 helped in augmenting domestic production. In the next 20 years, under a range of energy scenarios, the gas market can be expected to grow faster than coal and oil. This scenario throws up numerous related questions, such as: which sectors would account for this growth, what it would mean for investments, and, how would high oil prices, coal market reforms, climate policy, local environmental policies and geopolitics affect the gas market? The book answers these and many other related questions.

Brief notes on Books authored/edited by IIMA Faculty

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Spotlight on research conducted by Ravi J. Matthai Centre for Educational Innovation (RJMCEI)

The Ravi J. Matthai Centre for Educational Innovation (RJMCEI) has been involved in researching primary education, literacy, secondary education and institution building in higher education. Some of the areas in primary education addressed in the past include management of national basic education programmes, innovations of teachers in the state-run system, ecological knowledge of children, teacher training systems and administrative innovations in public schooling systems. Projects in literacy have included the use of ‘Same-language Subtitling’ of popular songs on television to promote learning among neo-literates, and studies of literacy programmes. In secondary education, the RJMCEI has studied the Navodaya system and developed a number of case studies of schools in the private sector. The RJMCEI has also brought out two volumes on ‘Institution Building at IIMA’ (1993), and a book on Institution Building in Management Education (1999). A third volume on Institution Building at IIMA is being published in 2011. A series of case studies on a few Asian and African management education institutes was brought out in 1999-2000. On-going projects include a study of mainstreaming the knowledge of innovative primary school teachers working in state-run systems, and a series of innovative schools like Niloobray Vidyalaya, Ralegaon Siddhi (a school which takes in failed students) and Parikrama School, Bangalore (English medium school for slum children). Another project is examining the project-based method of teaching and learning in terms of its impact on the cognitive-motivational aspects of student learning and teachers’ job satisfaction, self-esteem and creativity.

http://www.iimahd.ernet.in/faculty-and-research/research-centers/rjmcei.html