

XLRI IN NEWS

MAY 2017

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XLRI is among few B-Schools with AACSB & AMBA accreditation

139 recruiters make 386 offers at XLRI

The XLRI-Xavier School of Management has successfully placed its outgoing batch of 2015-17 of its flagship programme two-year Postgraduate Diploma in Management – HRM and BM comprising of 328 students. The final recruitment process saw participation from 139 recruiters with 386 offers, inclusive of 42 first time recruiters/roles. The median salary offered to the batch is INR 19,00,000 lakhs per annum while the average is INR 19,21 lakhs. XLRI's unrivalled reputation for its Human Resources Program was clearly visible as the HR students secured excellent job offers across sectors viz. Consulting, FMCG, General Management and other sectors in large numbers. Fr E Akashan, Director, XLRI - Xavier School of Management, on the placements said, "We are happy to announce that this year's placement season has witnessed a remarkable increase in both the number of offers and recruiters. Number of new roles opened up on campus has also seen a rise over last year."

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PAGE: 11

Omnibus social security code hard to implement

By R.R. Shyam Sunder

The legislative framework in the field of labour has been predicated on the existence of a formal employment relationship, and also on a firm size parameter (primarily for ease of implementation and secondary on the economic assumption that, as development takes place, firm size will increase to reap economies of scale).

Hence, the major labour laws including those on social security have excluded the vast mass of workers in the unorganised sector, that is, those not having employment relationship (self-employed) and those employed in the firms below the legal threshold of 10 workers.

The Second National Commission on Labour (SNCL) argued for eventually making social security a fundamental right in conformity with several global conventions while the National Commission for Enterprises in the Unorganised Sector (NCEUS) argued for a minimum social security system for the unorganised workers at a cost of less than 0.5% of the national income.

Notwithstanding the existence of poorly constructed labour laws like the Unorganised Workers Social Security Act,

2008, there has been a huge void in the labour legislative realm. It is in these contexts that the government has come up with a comprehensive Draft Labour Code on Social Security and Welfare in April 2017 which merits serious attention from policy watchers.

It is ambitious and universal in nature as it aims to cover all kinds of workers — employees and non-employees (those without a formal employment relationship) and even international workers working in India and Indians working abroad. It is another most query in the "implementability" of the Code in such a huge magnitude. Further, agricultural workers and the self-employed workers are a different kind.

Even the NCEUS recommended two separate bills for unorganised agricultural workers and unorganised non-agricultural workers on the ground that labour enforcement machinery for agricultural workers differed from the general machinery in several states.

It was also because the agricultural workers are a separate lot with their unique characteristics and also given their huge numbers in the workforce. Further, in the context of liberalisation of



aside the fears of "implementation issues" pertaining to the Code.

The objective of the Code (exercise to simplify, rationalise and consolidate several laws relating to social security, has been laudably presented as the premise of the Code which sits it in a premise. The biggest difficulty with the Code is that despite its elaborateness, certain crucial aspects are not clear. For example, it does not clearly define the benefits to be provided and accrued for the beneficiaries.

The rules perhaps will define with clarity some of the questions that hang out

with respect to the logistics of the whole social security system and the enforcement details. However, one is not clear as to how the state machinery will enlist the vast majority of self-employed workers (just around half of the total workforce as in 2015-16).

The high-earning self-employed may not be incentivised to join the schemes of the Code as the returns from the commercial social security schemes may be higher than those (net) to be provided by the Code and due to the innate suspicion of the state. On the other hand, a 20% contribution from meagre wage is a huge ask from the poorly paid unorganised workers.

It assumes in an idealistic sense that all workers in the unorganised sector are well paid or get minimum wages and it also inadvertently admits that workers can be paid less than the minimum wages! The Code explicitly expects the self-employed to report their salaries while paying their share of the social security when the reported income tax compliance is far too low as admitted by Finance Minister Arun Jaitley in his recent Union Budget speech.

Employers will have little to complain because the Code pegs the payroll tax to

17.5% and subsidises the gratuity cost to 2% (it could be anywhere between 4-6%) of the total salary cost. The money should come from either taxes or workers through higher contributions or there must be some cross-subsidisation. The gratuity eligibility of five years for workers is quite severe given the rising incidence of shorter employment contracts thanks to Chapter V-B of the Industrial Disputes Act, 1947.

Eventual liability
Hence, gratuity makes little sense to many low-earning workers. The Code is deficient in this sense. Again, one is not sure of employers' cooperation for the clause which imposes eventual liability to the principal employer for gratuity for the contract workers though good in principle for two reasons: one, the cost angle of insourcing will be hit and two, it could create complications for distinguishing sham and genuine contracts.

Unlike the simple administrative machinery concerned by the NCEUS, the Code envisages a huge architecture of policy-making and administration bodies — the National Council (overarching apex body, to devise policies), the Central Board (an administrative body at the cen-

tral level), the State Board, an Executive Committee to help assist the National Council, a Standing Committee, and Central and State Advisory Committees. It is a complex set up as the Code lists numerous functions for each (some even overlapping).

The biggest weakness of the super-structure is that it assumes that top-down approach, that is, policies and programmes conceived at the centralised level will lead to welfare for the workers at large even though the Code does not envisage two-way communication network. Further, whether the prime minister as a chairperson of the national council will have time to convene meetings and grasp the finer details of the huge programme is a moot question.

One lesser bureaucracy will be its greater hazard. Moreover, who will bear the financial burden of running these bodies? The tax burden to support these bodies raises serious concerns. Trade unions and employers' bodies should have strong positions which does not see in the Code. For example, employers are missing from the National Council. (The writer is with Xavier School of Management, XLRI)

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एक्सएलआरआई, जमशेदपुर

जेवियर स्कूल ऑफ मैनेजमेंट, जमशेदपुर में ऑनप्रोन्नोराशिप मैनेजमेंट के पोस्टग्रेजुएट सर्टिफिकेट प्रोग्राम में प्रवेश के लिए 15 जून तक आवेदन कर सकते हैं। छात्रों को एकेडमिक परफॉर्मेंस के आधार पर ग्रुप डिस्कशन और इंटरव्यू के लिए शॉर्टलिस्ट किया जाएगा।

एलिजिबिलिटी : किसी भी स्ट्रीम से बैचलर डिग्री करने वाले छात्र आवेदन कर सकते हैं।
फीस : ऑनप्रोन्नोराशिप मैनेजमेंट प्रोग्राम के पोस्टग्रेजुएट सर्टिफिकेट कोर्स की कुल दृष्टान फीस 90 हजार रुपए है। अन्य मदों में करीब 30 हजार रुपए अलग से देने होंगे।

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उद्योगी प्रशिक्षण एक्सएलआरआई

छद्म मासेर ऑप्रेनिंगशिप म्यानेजमेन्ट पोस्ट ग्राजुएट सर्टिफिकेट कोर्स उद्योगी प्रशिक्षण संस्था जेवियर स्कूल ऑफ म्यानेजमेंट (एक्सएलआरआई)। स्वीकृत विश्वविद्यालय के माध्यम से। शाखा ग्राजुएटोरा उद्योगपति हॉल में आग्रह থাকলে এই কোর্সে যোগ দিতে পারেন। কোর্সের খরচ ১ লাখ ২০ হাজার টাকা। আবেদন করা যাচ্ছে অনলাইনে,



www.xlri.ac.in/edc ওয়েবসাইটের মাধ্যমে। আবেদনের ফি এক হাজার টাকা। রেজিস্ট্রেশনের শেষ তারিখ ৯ জুন। বিশদ তথ্য প্রতিষ্ঠানের আগে লেখা ওয়েবসাইটে। দরকারে কথা বলা যেতে পারে এই নম্বরে: ০৬৫৭ ৩৯৮ ৩৩৩৩।

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XLRI LAUNCHES EDU MANAGEMENT PROG

XLRI- Xavier School of Management recently launched a unique leadership and management programme for school teachers currently in or moving into leadership roles. Conceived by Centre for Research, Training, Education and Leadership (CeRTEL), XLRI, one of XLRI's reach out programmes aiming at enhancing the teaching/ learning experience in the schools of India, the new programme - PG Certificate in Applied Educational Leadership and Management in collaboration with Fordham University, USA aims at enhancing the effectiveness of the teaching community by improving their support structures and the domain and managerial competence of its care givers.

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Cloud campus: Top portals that can help you prepare for exams

Vishal Mathur
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NEW DELHI: The Indian education market is expected to be valued at \$180 billion by the year 2020, according to a report by management consulting firm Technopak. And the biggest reason for this could be the growth of the digital learning market, buoyed by the estimates that as many as 550 million Indians will have regular access to the internet.

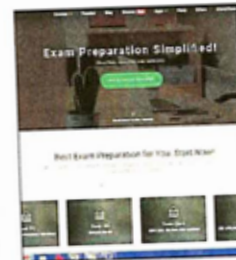
The domain of education technology, also known as Ed-Tech, has seen multiple new start-ups and platforms arrive on the scene over the past year.

Some of them are helping students prepare for competitive exams, while some are streaming lectures live over the Internet. We look at the best online platforms for the cloud campus:

TALENTEGE

Talent Edge has partnerships with top educational institutions in India, as well as around the world—these include courses from IITs, IIMs, XLRI, MICA, Parsons School of Design and Jack Welch Management Institute (JWMI).

The way this works is that you sign up for a course, and Talent



• Testbook.com

Edge will recreate virtual yet fully participatory classrooms, and interact live with faculty from the institute as well as your batchmates.

The range of courses available for you is exhaustive—business management, analytics, entrepreneurship and finance are just some of the larger subjects.

Even though you are attending classes on a digital platform and not in a physical campus, you will still follow the specific timetables for classes, semesters and assignments.

You will pay the fees depending on which course you sign up for. For instance, the PG Certificate Program in Business Management from MICA, Ahmeda-

bad, will cost around Rs 1.10 lakh and is payable in instalments.

UN ACADEMY

This platform has been around for around six months, and yet has seen over 3 lakh students sign up—there are more than 2,400 courses available online. Everything is categorised clearly. You also get courses on English and French, programming languages and business management, among others.

Each course is further divided—for instance, the CAT preparation will be broken down into quantitative aptitude, logical reasoning, data interpretation, verbal ability and more.

TESTBOOK

Testbook.com is an online test preparation platform for competitive exams.

For each, there are a set of tests that you can access for free, while you'll pay for some of the more advanced ones—there are also subscription options, with an annual validity, and will include all the tests for that course. The advantage is that you can try to conquer each of the purchases tests any number of times during the validity of the subscription.

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ওয়ার্কিং প্রফেশনাল কোর্স টিসিএলএল এবং এক্সএলআরআই'এর



প্রয়াগের প্রতিবেদন : টিসিএলএল এবং এক্সএল আইআর-জেন্ডার্স স্কুল অফ ম্যানেজমেন্ট ঘোষণা করল তাদের ওয়ার্কিং প্রফেশনাল কোর্সের বিষয়ে। ইতিমধ্যে এই প্রতিষ্ঠানটি ভারত সরকারের কোয়ালিটি এক্সিকিউটিভ এডুকেশনের সঙ্গে মড চুক্তি স্বাক্ষর করেছে। এর ফলে দেশের আরও বেশি শিক্ষার্থী ওয়ার্কিং প্রফেশনাল তৈরি করতে পারবে টিসিএলএল। পোস্ট গ্রাজুয়েট সার্টিফিকেট কোর্স করাবে এই সংস্থাটি। যে সমস্ত ছাত্র-ছাত্রীরা এই কোর্সগুলি পড়তে ইচ্ছুক তারা সংস্থার নির্দিষ্ট ওয়েবসাইটে গিয়ে আবেদন করতে পারে।

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TCLL, XLRI-Xavier School of Management Sign MoU to Promote Executive Education

Our Bureau

Mumbai: Times Centre for Learning (TCLL) and XLRI-Xavier School of Management, Jamshedpur, have signed a memorandum of understanding (MoU) to collaborate on promoting quality executive education in India.

The agreement marks the coming together of two potent forces for professional education — the pedigree, history and reputation of XLRI management education practice and TCLL's physical presence, prowess in delivering learning technology, strong corporate connections and commitment to excellence in education. TCLL is part of The Times of India Group that publishes The Economic Times.

"We are delighted to be associated with XLRI, one of India's top business schools," said TCLL president Anish Srikrishna. "As TCLL continues to strive towards its vision of providing excellent professional education to learners across



XLRI Campus, Jamshedpur

age groups, I am confident that this association will be a decisive milestone," he said.

Working professionals looking to upgrade their skillset and move up the corporate ladder can choose from the newly-launched and upcoming programmes to be delivered in different modes that can be worked into today's busy work schedules. The classes will be in the form of live interactive lectures beamed directly to participants' desktops and laptops. The postgraduate certificate

course in business analytics for management decision (PGCBAMD) will be a 12-month course focused on building foundational as well as advanced skills in the domain of business analytics. XLRI aims to create specialists in the field with in-depth knowledge of the various areas of analytics who can provide managerial insights by analysing data that enables decision making. Applications are open for the course.

Classes will be in the form of live interactive lectures to be

attended from TCLL centres across the country.

"We continually strive to build mutually beneficial partnership and look forward to this engagement with TCLL," said XLRI director E Abraham. "We hope that this alliance will provide great opportunities for both XLRI and TCLL.

Working professionals looking to upgrade their skillset can choose from newly-launched and upcoming programmes

We look forward to creating new educational programmes and identifying ways for our faculty to interact with executives and other professionals in the region. This partnership will provide terrific opportunities for sharing of ideas and developing solutions to many of the world's key business issues."

To enroll, click on <http://www.timestsw.com/XLRI-building-leadership-competencies/> or call 7400097470.

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 PAGE: 9

Laboured exercise

Draft social security code lacks clarity

KRISHNAN SUNDAR

The Unorganised Workers' Social Security Act, 2008 did not meet the aspirations of these workers and is not even an apology for a social security system for unorganised workers.

The Draft Labour Code on Social Security and Welfare published in April 2017 for public comments seeks to address these grave shortcomings and attempts to conceive of a universal social security cover in a 'Single Code' by merging all existing schemes and laws.

India's Constitution and some of the ILO Conventions on social security provide a framework for development of a social security system. The central labour laws provide for social security such as maternity benefit, accident and disablement compensation, provident fund and gratuity, but these cover at best around 8 per cent of the workforce in India.

Unorganised workers, though huge in number, have been ignored for long and it is only ironically in the post-globalisation period that they have entered into policy debates.

In a way, the Code is a welcome move as it covers employees and non-employees including domestic workers, farm workers, self-employed of all types, and so on. But there are many loose and bad constructions in the Code; for example, it defines "woman" as an "employee who is a woman in the context of maternity benefit under this code"; "monthly income" has not been defined.

It inadvertently legalises "oral contract" by defining it as an attribute of informal worker. But there are more serious concerns.

The Code starts on a bad note as the preamble to it states that it seeks to "Simplify, rationalise, consolidate, and amend the laws relating to social security of workforce so as to make them less complex for easier comprehension, implementation and enforcement" and hence has nothing to say on the "substantive" aspects which normally would be the case for any law.

The canvas of coverage is vast and this gives rise to an apprehension over the capacity of the State to enforce this Code. Again, the Code does not define "social security" nor provide the components of social security and the percentage benefits under each component.

The Code will immediately be welcomed by the employers as it reduces the payroll tax to 17.5 per cent and subsidises the gratuity cost to 2 per cent (employers put it at 4.5 per cent) of total salary cost. There are huge concerns about the funds for delivering varieties of benefits that the Code talks about.

One fears that the burden will be shifted from the employers to the wage earning class through higher taxes. The coverage is huge and the contributions apart from organised sector employers and employees are difficult to realise, if not impossible.

The Code also envisages a huge administrative architecture, namely, the National Council, the Central Board, the State Board, an Executive Committee, a Standing Committee, and Central and State Advisory Committees.

The Code lists numerous functions for each body (some overlapping) and bureaucratisation will be its greatest hazard. The tax mop-up required to support these bodies raises concerns.

The composition of these bodies needs a rethink; it omits employers or does not give adequate representation to unions. The top-down approach of this Code is a serious limitation. The law needs to be preceded by a fantastic and wide ranging dissemination and consultations exercises.

The writer teaches at XLRI, Jamshedpur

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 PAGE: 12

QUICK TAKE

XLRI has a new PG course for teachers

XLRI, Jamshedpur, has launched a leadership and management programme for school teachers who want to move into leadership positions. Conceived by CeRTEL (Centre for Research, Training, Education and Leadership), the programme is called the PG Certificate in Applied Educational Leadership and Management. Launched in collaboration with Fordham University, US, it is a year-long, online course, and also includes a workshop at XLRI campus.

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PAGE: 8

Crash courses for indigenous traders

Age-old tribal biz gets XLRI spin

ANTARA BOSE

A gram pradhan, a small transporter, a Santhali magazine owner. Not your usual B-school batch, right?

The Union ministry of small and medium enterprises is hosting crash courses for first-generation tribal entrepreneurs conducted by the XLRI in Jamshedpur.

Project enforcer National Small Industries Corporation under the Union SME ministry and international consulting group KPMG already hosted their pilot project — an eight-day crash course titled Capacity Building for Tribal Entrepreneurs for 30 persons — at XLRI in April.

A central government-sponsored programme, it was the first such project exclusively for tribal entrepreneurs.

The next one, also for 30 tribal entrepreneurs, will be held within a month in XLRI.

Tribal entrepreneurs don't have to pay anything for the course. The only criteria for selection is that he or she must run a business since the past six months or more.

Tribal entrepreneurs who took part in the first crash course learnt basics of business management such as marketing, human resource management, finance and e-procurement. Lectures were delivered in Hindi keeping in mind backgrounds of the students.

"Our forefathers have either been farmers or labourers. We are first-generation tribal entrepreneurs who are trying to do something new and challenging. I loved the course



BUILDING CAPACITY

as it gave tribal entrepreneurs like us an insight into the new ways of doing business. The programme was awesome," said Basant Tirkey, who runs a company called World In Fashions based in Golmuri, Jamshedpur.

Tirkey, who has an urban background, said he had spoken to many fellow tribals who are into business and trade, and together with them prepared a list of 30 persons to the small industries corporation for the next batch.

J. Ajith Kumar, XLRI faculty member and course coordinator, said the course was exciting for them too.

"We along with NSIC and KPMG are trying to develop business management study materials in Hindi. We got a lot of appreciation for the first eight-day course covered over four weekends in April. We found professors who could deliver business management lectures in Hindi. Organisers are trying to develop the full course material in Hindi and plan to launch the project across India. It is an exciting idea," said Kumar who teaches production, operations and decision sciences in XLRI.

KPMG associate director Aurobind Upadhyaya said they would implement the courses across India. "The first course was extremely successful. This makes it imperative to conduct the course on a pan-India basis. We're looking at other partners across India too," Upadhyaya said, adding that XLRI would play a key role in teaching tribal entrepreneurs in the eastern part of India.

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PAGE: 16

Professional education



Times Centre for Learning Ltd and XLRI-Xavier School of Management, Jamshedpur, recently signed a memorandum of understanding to collaborate for promoting quality executive education in India. This marks the coming together of two potent forces for education. Working professionals looking to upgrade their skill-set and move up the corporate ladder can choose from the newly launched and upcoming programmes to be delivered. The classes would be in the form of live interactive lectures to be beamed directly to the participants' desktop/laptop. This is a year's programme focused on building foundation as well as advanced skills in the domain of business analytics. This partnership will provide terrific opportunities for sharing of ideas and developing solutions. To enroll, visit: <http://www.timestsw.com/XLRI-building-leadership-competencies/>

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DATE: 1 March 2016
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XLRI successfully places their 2015-17 batch
Xavier School of Management (XLRI) has successfully placed the outgoing batch of 2015-17 of its flagship programme, a two-year Postgraduate Diploma in Management – HRM and BM, comprising 359 students. The final recruitment process saw participation from 139

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PLACEMENT REPORT

XLRI-Xavier School of Management has successfully placed 359 students of its flagship programme two-year PG Diploma in Management – HRM and BM. The final recruitment process saw 139 recruiters with 386 offers, inclusive of 42 first time recruiters/roles.

