

# XLRI IN NEWS

OCTOBER 2016





**MEDIA COVERAGE 04**



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**PULPIT**  
**R. S. JUMAR**  
LESSONS FROM  
AN INTERVIEW

Let's start with the first question: How do you feel about the summer placement season in business schools? It's a very positive note with some wrapping up the process in under three days and recruiters offering 15-20% higher salaries than last year. The salaries will only improve once the Indian Institutes of Management (IIMs) start their placements, analysts tracking B-schools said. "We completed the summer placement of over 300 students in just two-and-a-half days," said Kanwal Kapil, professor in charge of placements at Management Development Institute (MDI), Gurgaon. XLRI Jamshedpur completed its summer placement in three days and New Delhi-based Indian Institute of Foreign Trade finished the process in under four days.

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### B-Schools see robust summer hiring

**New Delhi:** The summer placement season in business schools started on a positive note with some wrapping up the process in under three days and recruiters offering 15-20% higher salaries than last year. The salaries will only improve once the Indian Institutes of Management (IIMs) start their placements, analysts tracking B-schools said. "We completed the summer placement of over 300 students in just two-and-a-half days," said Kanwal Kapil, professor in charge of placements at Management Development Institute (MDI), Gurgaon. XLRI Jamshedpur completed its summer placement in three days and New Delhi-based Indian Institute of Foreign Trade finished the process in under four days.

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## Summer placements pick up at B-schools, salaries rise 15-20%

BY PRASHANT K. NANDA  
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NEW DELHI

The summer placement season in business schools started on a positive note with some wrapping up the process in under three days and recruiters offering 15-20% higher salaries than last year.

The salaries will only improve once the Indian Institutes of Management (IIMs) start their placements, analysts tracking business schools said.

"We completed the summer placement of over 300 students in just two-and-a-half days," said Kanwal Kapil, professor in charge of placements at Management Development Institute (MDI), Gurgaon.

XLRI Jamshedpur completed its summer placements in three days and New Delhi-based Indian Institute of Foreign Trade finished the process in under four days.

### Financial services, IT and consulting firms the most active recruiters this year

Dasgupta, similar to the increases seen at IIFT and Birla Institute of Management and Technology in Greater Noida.

MDI said salaries offered rose more than 20% in the current placement season.

Companies from financial services, information technology and consulting sectors have been the most active recruiters this year.

"We have not seen much traction from start-ups and

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## XLRI brings 'Parivartan' in summer internship



PHOTO: JAMSHEDPUR

XLRI, Xavier School of Management, has achieved 100 per cent placements for the batch of 2016-18 consisting of 361 students in just 2.5 days.

The unique feature this year was its parallel internship placement programme 'Parivartan'. This programme was launched to provide students an opportunity to explore the social sector with Non-Governmental Organisations and Start-up Organisations to show their solidarity towards social causes.

The 'Parivartan' programme gives an opportunity for students to explore summer internship opportunities with Non-Governmental Organisations and Start-up Organisations to show their solidarity towards social causes.

The 'Parivartan' internship programme is conducted in parallel with the summer internship recruitment week to

ensure students can make a conscious decision of contributing to the society rather than opting for the corporate sector.

Further E. Abraham, director, XLRI said, "I congratulate the batch of 2016-18 on completion of yet another successful summer placement process. Our students have got into diverse industry sectors which is an affirmation of the all-around integral formation we strive to impart to our students."

The summer internship recruitment process saw participation of 92 companies offering 136 roles across domains including consulting, finance, sales and marketing, operations, business development, Human Resource and Industrial Relations.

Once again XLRI's traditional recruits demonstrated their confidence in the students and hired in large numbers. The top recruiters on campus in terms of numbers were: Accenture, Aditya Birla Group, AkzoNobel, BCG, General

Electric, ITC, Hindustan Unilever, Mahindra, Mercedes, Procter & Gamble, Star India and TCS.

In addition to the above, 21 first-time recruiters participated in the recruitment process and offered 28 new roles across domains.

The flagship Business Management program too continued to receive a resounding response from the industry while XLRI maintained its dominance as the foremost recruitment destination for building HR managers.

The sector wise split of offers is as follows: FMCG at 26 per cent, BFSI at 13 per cent, Consulting at 13 per cent, Manufacturing at 12 per cent, and the remaining 29 per cent in Technology, Media, Pharmaceuticals, Oil & Gas, Power, Retail, Automobile etc.

While e-commerce was a major recruiter last year accounting for 8 per cent of the offers, this number has halved this year and the share has reduced to 4 per cent.

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## एक्सएलआरआई के सभी विद्यार्थियों का प्लेसमेंट हुआ

जमशेदपुर : अंतर्राष्ट्रीय स्तर के बिजनेस स्कूल एक्सएलआरआई के 2016-18 सत्र के सभी 361 विद्यार्थियों का समग्र इंटरनशिप के लिए प्लेसमेंट हो गया है। यह पूरी प्रक्रिया मात्र बर्रह दिनों में पूरी हुई है। ऐसा कर एक्सएलआरआई संस्थान ने अपने परंपरागत इतिहास को कायम रखा है।



डाक्टरेक्टर फादर इ अब्राहम एमजे ने बताया कि समग्र इंटरनशिप रिजल्टमेंट प्लेसमेंट प्रक्रिया में देश-विदेश की 92 ब्रैंडेड कंपनियां शामिल हुईं। कंसल्टिंग, फाइनेंस, ब्रूइनेस, मार्केटिंग, ऑपरेशंस,

बिजनेस डेवलपमेंट, ह्यूमन रिसोर्सेस एवं इंडस्ट्रियल रिलेशंस जैसे 156 प्रकार के प्रस्ताव दिये गये। फादर अब्राहम के अनुसार

एनड मैम्बल, स्टार इंडिया एवं टोएएस में जवाब प्लेसमेंट दिया है। उन्होंने बताया कि 21 नवी कंपनियों भी प्लेसमेंट प्रक्रिया में शामिल हुईं।

सेक्टर वार फाइनेंशियल मैनेजमेंट 26 प्रतिशत, बिजनेस एवं कोम्युनिकेशन में 13-13 प्रतिशत, मैनुफैक्चरिंग में 12 प्रतिशत, कंसल्टिंग में छह प्रतिशत तथा बाकी का 29 प्रतिशत टेक्नोलॉजी, सोडिया, फार्मास्यूटिकल, ऑयल एंड गैस, रिटेल एवं ऑटोमोटिव्स में प्रस्ताव दिया गया।



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## XLRI: Kshitij 2016 takes to

PNS ■ JAMSHEDPUR

Confederation of Indian Industry (CII) Young Indians (CII Yi) Net in XLRI organised Kshitij 2016 at B-school campus.

It was a daylong inter-school cultural competition comprising six events, namely quiz, painting, street play, picture story, talent show and group dance.

Harjeet Singh and Prabhat Das from The Tinplate Company of India Limited, Tapas Sahu from CII-Yi, Jharkhand Chapter, Prof. Ashish Pani, Dean Academics, XLRI and Prof. Sunil Sarangi, Faculty Coordinator for CII-Yi, XLRI were present on the occasion.

The Young Achiever Scholarship that was conceptualized in 2014, was awarded to deserving candidates this year as well. The scholarship covers the annual tuition fees of the awardee for an entire year. Through this, CII Yi XLRI aims to support less privileged students to fulfill their dreams and scale greater heights.

"It is an initiative to empower young students to

**The Young Achiever Scholarship that was conceptualised in 2014, was awarded to deserving candidates this year as well. The scholarship covers the annual tuition fees of the awardee for an entire year**

work towards the development of education, employability, environment, youth affairs and health sector. Kshitij, a flagship event of CII Yi team of XLRI, has now evolved into a platform that provides a unique opportunity to school children of Jamshedpur coming from all stratas of the society to showcase their talent and getting recognised. The initiative is in its ninth year and has been marked a huge success. This year several new schools participated in the event and XLRI successfully hosted over 500 talented students," said Ashish Mishra, a member of organizing committee.



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JRD TATA ETHICS ORATION ON BUSINESS ETHICS

## Brennan emphasises on need

PNS ■ JAMSHEDPUR

XLRI - Xavier School of Management today hosted the 25th Annual JRD Tata Oration on Business Ethics. Fr. (Dr.) Frank Brennan, S.J., Professor of Law, Australian Catholic University delivered the oration at the Tata Auditorium at XLRI Campus.

In his oration, Fr. Frank Brennan delved on the topic of "The Placement of International Law in seeking Sustainable Development for India: Some Ethical Reflections".

In the speech, he said, "My thesis this evening is that no matter what the economic, political and legal problems are confronted by modern day India, these problems can be better addressed and answered by a consideration of the profound truths and insights of all the religious traditions represented in this country. An application of the key principles and norms developed in the international law of trade and

human rights, helping to emancipate the realm of law, regulation and political accountability, enhancing public scrutiny, providing the right environment for doing business, and that no matter how well developed the regulatory machinery, the constitutional separation of powers and the legislative provisions for accountability, there

will always be a place for and a value-add from the national culture, corporate ethos and personal character. Thus there is a need to ensure that the national and ethnic cultures are sufficiently open to international influences and sufficiently grounded in the goodness and the daily concerns of the ordinary citizen. There is a need to create the right corporate

ethos and an a business environment in a country ranked 139th in the index for ease of business. He pointed out that development of national policies needs to be guided by sufficient principles and values enshrined in international laws and policies.



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एक्सएलआरआई में ऑस्ट्रेलियन कैथलिक यूनिवर्सिटी के प्रोफेसर डॉ फ्रैंक ब्रेनन ने दिया व्याख्यान

## 2005 से 2010 के बीच सबसे ज्यादा विकास किया भारत ने

रवीन्द्र कुमार

एक्सएलआरआई में 25 वें जे.एन.टाटा एथिक्स ऑरेशन पर ऑस्ट्रेलियन कैथलिक यूनिवर्सिटी के प्रोफेसर डॉ फ्रैंक ब्रेनन ने दिया व्याख्यान। डॉ ब्रेनन ने कहा कि भारत ने 2005 से 2010 के बीच सबसे ज्यादा विकास किया है।

ऑस्ट्रेलियन कैथलिक यूनिवर्सिटी के प्रोफेसर डॉ फ्रैंक ब्रेनन ने 25 वें जे.एन.टाटा एथिक्स ऑरेशन पर ऑस्ट्रेलियन कैथलिक यूनिवर्सिटी के प्रोफेसर डॉ फ्रैंक ब्रेनन ने दिया व्याख्यान। डॉ ब्रेनन ने कहा कि भारत ने 2005 से 2010 के बीच सबसे ज्यादा विकास किया है।

भारत सुपर पावर बनने से ज्यादा मुझी देश बनना चाहता है। डॉ ब्रेनन ने कहा कि जब 1992 में जे.एन.टाटा को भारत



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## XLRI :Students showcase talent at Kshitij 2016

Jamshedpur

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It was a daylong inter-school cultural competition comprising six events, namely quiz, painting, street play, picture story, talent show and group dance.

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Sunil Sarangi, Faculty Coordinator for CII-Yi, XLRI were present on the occasion.

The Young Achiever Scholarship that was conceptualized in 2014, was awarded to deserving candidates this year as well. The scholarship covers the annual tuition fees of the

awardee for an entire year. Through this, CII Yi XLRI aims to support less privileged students to fulfill their dreams and scale greater heights.

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This year several new schools participated in the event and XLRI successfully hosted over 500 talented students," said Ashish Mishra, a member of organizing committee.



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# XLRI Summer Internship : Largest ever batch size of 361 gets placed in record time

Jamshedpur, October 8: XLRI - Xavier School of Management, one of India's premier B-Schools, has achieved 100% placements for the batch of 2016-18 consisting of 361 students in just three days.

The summer internship recruitment process saw participation of 92 companies offering 156 roles across domains including consulting, finance, sales and marketing, operations, business development, Human Resource and Industrial Relations.

Once again XLRI's traditional recruiters demonstrated their confidence in the students and hired in large numbers. The top recruiters on campus in terms of numbers were:

92 companies offer 156 roles across domains



Accenture, Aditya Birla Group, Akzonobel, BCG, General Electric, ITC, Hindustan Unilever, Mahindra, Mondelez, Procter & Gamble, Star India and TAS.

In addition to the above, 21 first time recruiters participated in the recruitment process and offered 28 new roles across domains.

The flagship Business Management program too continued to receive a resounding response from the industry while XLRI maintained its dominance

as the foremost recruitment destination for budding HR managers. The sector wise split of offers is as follows: FMCG at 26%, BFSI at 13%, Conglomerates at 13%, Manufacturing at 12%, Consulting at 7%, and the remaining 29% in Technology, Media, Pharmaceuticals, Oil & Gas, Power, Retail, Automotive etc.

While e-commerce was a major recruiter last year accounting for 8% of the offers, this number has halved this year and the share has reduced to 4%.

Fr. E Abraham, Director, XLRI - Xavier School of Management commented "I congratulate the batch of 2016-18 on completion of yet another successful summer placement process. Our students have got into diverse industry sectors which is an affirmation of the all-around integral formation we strive to impart to our students"

"Our parallel internship placement programme - 'Parivartan' too received applications from several students. This programme was launched to provide our students an opportunity to explore summer internship opportunities in the social sector with Non-Government Organizations and Not-for-Profit Organizations to show our solidarity towards social causes."

Fr. Abraham added. The Parivartan program: An opportunity for students to explore

Contd. on Pg-3...

**XLRI Summer Internship : Largest ever...**  
summer internship opportunities with Non-Government Organizations and Not-for-Profit

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# Stipends for Interns Swell At Top B-schools

Offers per company have risen too, along with overseas postings

Average Stipend at Select Top B-schools

College Name	2016	2015
Management Development Institute (Gurgaon)	₹1.64 lakh	₹1.39 lakh
TISS (Mumbai)	₹1.64 lakh	₹1.5 lakh
IIFT (Delhi)	₹1.34 lakh	₹1.1 lakh

₹1.12 lakh for a 2-month stint, B-schools and IIMs have offered the highest stipends across these schools

Sreeraj D. Basu  
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Summer placements have become one of the most important avenues of recruitment

KANWAL KAPIL  
MDI Gurgaon

Mumbai: The e-commerce slowdown has done little to dampen the spirits at B-school campuses as bigger stipends, overseas postings and more offers per company rule the roost during summer internships. Average stipends have shot up even as the number of visiting startups and e-commerce companies has dropped by half, with consulting and MNC firms stepping in to fill the breach.

As India maintains its position as one of the most promising markets globally, B-schools are paying more to rope in the brightest students from schools such as XLRI, Management Development Institute in Gurgaon, Indian Institute of Foreign Trade in New Delhi, Tata Institute of Social Sciences, Mumbai, and International Management Institute.

According to campus sources, PwC has increased its stipend 60% to ₹1.6 lakh this year; EY has scaled up to ₹2 lakh from ₹1.3 lakh and the Godrej Group as gone to ₹1.8 lakh last year. About ₹1.4 lakh last year, consulting firms such as Avalon Consulting have quadrupled stipends to ₹2 lakh this year at MDI, Gurgaon.

"Summer placements have become one of the most important avenues of recruitment for companies," said Kanwal Kapil, chairman of placements at IIM. The institute wrapped up summer placements in two days, with 80 recruiters placing the almost 300-trinee batch compared

with 90 last year. "We had to say no to several recruiters," Kapil said.

The average stipend at MDI jumped to ₹1.64 lakh from ₹1.39 lakh last year and over 34% of the batch got ₹2 lakh-plus. TISS Mumbai's HR management and labor relations batch bagged an average stipend of ₹1.64 lakh, up from ₹1.5 lakh last year. At IIFT, the stipend went up to ₹1.34 lakh from ₹1.1 lakh.

"Around 60% of the batch got a six-figure stipend compared to 38% last year. Godrej, Britannia, Vodafone, JSW Steel and Perfetti Van Melle were among companies that revised stipends most significantly," said Sarjay Verma, corporate and placement advisor at IIFT Delhi.

Overseas roles gained ground as well. At IIFT, 15 positions were offered across the Middle East, Africa, Nepal, Thailand, Sri Lanka, Indonesia and Europe compared with 12 last year.

MDI Gurgaon had overseas offers quadruple to eight this time from companies such as Godrej, Dabur and Coca Cola.

The top stipends across these campuses so far are from Beckitt Benckiser and the Boston Consulting Group, which both offered ₹3 lakh for a two-month stint.

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# Budding XLRI managers impart lessons in hygiene to underprivileged students

Jamshedpur, Oct. 17: The Xavier Labour Relations Institute (XLRI), Jamshedpur is a school that has always focused on developing responsible leaders who are driven towards the greater good of the society. Under the constant guidance and inspiration of Father Antony Uvray, a group of students from the Business Management course of the institute, in a bid to imbibe the sense of cleanliness among the children from an early age, have embarked on a task to do their part in taking the tradition forward.



In the wake of Prime Minister Narendra Modi's Swachh Bharat Abhiyan, the students helped enlighten the underprivileged children of Loyola Hindi Medium School about the importance of sanitation and hygiene through a series of interactive and interesting sessions. Special sessions for girls were also arranged by the students which focussed on women's health and sanitation.

"Cleanliness is a habit that has to be developed at an early age so that they grow up to become responsible and sensitive citizens. This is the reason we chose to interact with children of

the age group 9-15", says Kunal Shah, one of the 10 students from XLRI who conducted the sessions.

"One lacuna that we sought to address through our sessions was the lack of emphasis on women's health, especially when it comes to usage of sanitary napkins and their availability", says Bhawna Manocha, about the session conducted on women's health and sanitation.

Thanks to the cooperation from the principal of Loyola School, Mr. Pancharas, the students were given sufficient time to make an impact. The students continued with their efforts in hygiene and sanitation by conducting sessions in Kadma Basti for the students of Kerala Public

School. They imparted upon the approximately 170 students gathered in Kadma Basti, the importance of education, and distributed books and stationery to create a sustainable impact through the session.

A system of providing sanitary napkins in an inexpensive manner is in the pipeline. The students intend to continue with their efforts on the same lines.

The main objective behind these activities has been to have a sustainable, long lasting impact on the underprivileged children of Jamshedpur and the surrounding areas and the students from XLRI sincerely hope they have been successful in the same.



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## XLRI hosts 25th Annual JRD Tata Ethics Oration on Business Ethics

Frank Brennan emphasizes on need for better corporate environment



Jamshedpur, Nov. 26: XLRI, Xavier School of Management, today hosted the 25th Annual JRD Tata Oration on Business Ethics. Fr. (Dr.) Frank Brennan, S.J., Professor of Law, Australian Catholic University delivered the oration at the Tata Auditorium at XLRI Campus. In his oration, Fr. Brennan delivered on the topic of - "The Placement of International Law in seeking Sustainable Development for India: Some Ethical Reflections".

In the speech, he said, "My theme this evening is that no matter what the economic, political and legal problems are confronted by modern day India, these problems can be better addressed and answered by a consideration of the profound truths and insights of all the religious traditions represented in this country. An application of the key principles and norms developed in the intramural rights, helping to enunciate the rules of law, regulation and political accountability, enhancing public security, providing the right environment for doing business, and that no matter how well

developed the regulatory machinery, no matter how elaborate the constitutional separation of powers and the legislative provisions for accountability, there will always be a place for and a value-add from the national culture, corporate ethos and personal character. Thus there is a need to ensure that the national and ethnic cultures are sufficiently open to international influences and sufficiently grounded in the goodness and the daily concerns of the ordinary citizen. There is a need to create the right corporate ethos and, as appropriate business environment, particularly in a country which is still ranked 138th in the global ratings for ease of business investment.

He pointed out, "The development of national laws and policies needs to be conceived by sufficient regard for the principles and values enshrined in international law. Laws and policies cannot be fully integrated into the life of the community unless the lawmakers and the policy makers are finely attuned to all that is noble in their values and in their religious and philosophical traditions."

He observed, "International law does not provide the answers for sustainable development in India. But there are piecemeal international developments which should assist Indian citizens and Indian decision makers at the cabinet table and in-bound rooms to make better decisions informed by all traditions, in your national cultures, being true to the peoples' notion of themselves and faithful to the character each of us is called to be and develop."

The session was attended by Mr. T. V. Narayanan (Chairman, XLRI & MD, Tata Steel Limited), Fr. E. Abraham, S. J. (Director, XLRI), Dr. Asha K. Panu (Dean Academics, XLRI) and Fr. Oswald Mascarenhas, S.J. (JRD Tata Chair Professor of Business Ethics at XLRI).

In his welcome address, Fr. E. Abraham, S. J., Director of XLRI said, "Ethics in our socio-economic contexts must parallel to law and show due consideration to others' rights and interests in a civilised society. Ethics is a

part and parcel of all principles of management accounting, technology, resource management, and marketing, product intellectual property rights. Globalization has thus complicated the ethical issues in business. Corporations have on a new era, the 'post-modern' era. There is increasing expectation of stakeholders for business not only to say they are ethical, but to prove they are ethical values right throughout their operations.

The culture of an organisation is set by the top. Chief executives must lead by example. Senior management needs to be trained to develop ethical sensitivity, understanding of fair openness, transparency, integrity, responsibility, and the ability to recognise conflicts of interest. Remaining ethical is not a static issue. It requires review and evaluation. Companies need to regularly review their policies and make necessary alterations. Otherwise, standards and values become obsolete."

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## TalentEdge partners with XLRI

New Delhi, October 17

Ed-tech firm TalentEdge has partnered with Xavier School of Management's (XLRI) Virtual Interactive Learning School to launch two programmes, designed for enhancing management skills. These programmes are intended to help working executives hone their skills, and understand and deal with the nuances of talent, leadership and change, TalentEdge said in a statement. PTI

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## XLRI'S Ensemble 2016 organises the largest school quiz in Jamshedpur

Loyola School crowned winner of 'Back to the Roots'

Jamshedpur, Nov. 25: The brightest young brains of Jamshedpur converged at XLRI campus for "Back to the Roots", a quizzing extravaganza organized by Samarthyaa - The Human Potential Centre under the banner of Ensemble 2016, the biggest management festival of the country, in the second week of November. The quiz was held in the historic Tata Auditorium with more than 170 enthusiastic school students from 24 schools of Jamshedpur, cheering 50 teams of three members each, representing their schools in this ultimate combat for glory.

There were quite a few different rounds of questions, which gave opportunity to all the avid young quizzers to try out their skill. The audience and the participants loved the quizzing masters Yugal and Tarun alike for engaging them and enthralling them with their quizzing genius and witty ripostes. Audience also got a chance to grab Ensemble 2016 goodies and passes for the Lucky Ali concert held at Ensemble, by answering audience questions. After grilling yet interesting and fun rounds of questions, team from Loyola emerged victorious in this battle of quizzing supremacy in Jamshedpur. Prizes worth INR 50,000 were offered to participating teams.



This was the first ever quiz of its kind organized by Samarthyaa for students in Jamshedpur and the organizers were extremely heartened by the success of the event. Jeneffer, one of the conveners of Samarthyaa, happily said that they were overwhelmed by the response from all Jamshedpur schools and would definitely organize similar events in future.

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## Jharkhand invites BRICS countries for investment

Ranchi: Jharkhand government on Wednesday invited BRICS countries to invest in "the mineral capital of the country". Addressing the BRICS Conference-2016 at Pragati Maidan in New Delhi, Jharkhand Secretary (Industry, Mines & Geology) Sunil Kumar Barnwal said, "With home to 42 per cent of mineral resources, Jharkhand is mineral capital of India," an official release said quoting him.

He invited all delegates of BRICS countries to invest in the state, which has enormous opportunity in transmission, medico city, power substation and smart city. "We have prestigious institutes like XLRI, ISM Dhanbad, BIT and IIM," Barnwal said.

The growth rate of the "politically stable" state is 12.4 per cent, the second in the country, Barnwal said.

He referred to Prime Minister Narendra Modi's statement that in the development of the country, eastern part of the nation was most important, and in the eastern part, Jharkhand has a major role. PTI



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# Mathematics is the foundation of Data Science

ABHISHEK CHAKRABORTY  
& AMITAV MUKHERJEE

When the course of Data Science, a new discipline called "Data Science" has emerged, it should not be confused with Analytics—the improved of the Director's Chairmanship. However, Data Analytics, Data Analysis and Data Science are used interchangeably in the Indian context. It is an emerging, highly impacted and a rapidly expanding area of study. Its emergence is based on vast use, indicators across different sectors, including but not limited to banking, insurance, manufacturing, health and education. As far as your Data Science is concerned, the National Institute of Statistics, Ministry of Statistics, with the Department of Statistics, University of Mumbai, has been the first to offer a Graduate Certificate Program in Data Science. Nevertheless, there are various courses on Analytics offered by several reputed institutions which may come under the purview of your course. The course is a one-year distance learning course. ItM Bangalore also offers the course, which includes the course.

If you want to excel in Data Science, before venturing into distance learning, you must pursue graduation or PG in maths, operation research, statistics, economics

of existence had to mean a waiting to scientific community and the business researchers on such evidence of p-values and to set up a problem for the same. Instead, instead of example may sound like business problems, even more, rather than providing statistical evidence, however, the so-called Analytics field is not just a new way to present data. It is an increasing dedication towards mathematical sciences. If you are interested in Data Science, before venturing into distance learning, it is advisable that you start preparing by pursuing graduation, PG in mathematics, operation research, statistics or economics. For that the engineering graduates and students from other disciplines, if available, they have gone through several advanced courses in mathematical sciences during their graduation, after the graduation course.

Abhishek Chakraborty is an Assistant Professor, Mathematics in XLRI School of Management, Jamshedpur.

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**To Hire & Fire Policy** Ouster of Tata Sons chairman will be seen more as corporate management action at the board level and less as a philosophy that percolates to the average employee

# Cyrus an Exception That Proves Rule: Tatas are Good Employers

Laurey Bhattacharya  
& S. Suresh B. Das



New Delhi: With the ouster of Cyrus Mistry as the chairman of Tata Sons, the board of directors has taken a significant step towards corporate governance. The move, which is seen as a landmark decision, is expected to have a positive impact on the company's reputation and its ability to attract investment.

According to experts, people were a strong belief and believe in its promise, and a couple of days ago, the board of directors had taken a decision to oust Cyrus Mistry as the chairman of Tata Sons. The move, which is seen as a landmark decision, is expected to have a positive impact on the company's reputation and its ability to attract investment.

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# Centre to widen social security law dialogue

Labour ministry plans meetings with State governments in a bid to build GST-like consensus on reform proposal

SOMESH JHA

**NEW DELHI:** The Centre plans to widen consultations over a proposed social security code for workers, after a series of labour law reform proposals ran into opposition from trade unions. The labour ministry plans to hold several meetings with State governments to discuss the proposed law on social security for organised and unorganised workers beginning early next month, according to a senior ministry official.

"The idea is to build a GST (goods and services tax)-like consensus," said the official, who did not wish to be identified. "We want a sense of acceptance and ownership among stakeholders as the labour code on social security will be one of the



**SAFETY NET:** The proposed law is aimed at covering workers in the organised and unorganised sectors. — FILE PHOTO: REUTERS

However, the government is going slow on the reforms mainly due to opposition from trade unions, Central trade unions, except the Bharatiya Mazdoor Sangh, have participated in two one-day nationwide strikes in the last two years opposing the proposed labour reforms.

The labour ministry now plans a single law on social security for workers that may combine and alter various laws such as the Employees' Provident Fund & Miscellaneous Provisions Act, 1952, the Employees' State Insurance Act, 1948, the Employees' Compensation Act, 1921, the Payment of

proposals in the public domain for comments from stakeholders and the wider public. "A threshold discussion is not possible in the tripartite meetings with industry and trade unions at the central level alone," the ministry official said. "We want an in-depth consultation on the proposed social security law."

Labour Minister Bandaru Dattatraya had said in August that the ministry had held about 25 tripartite meetings with stakeholders since coming to power in May 2014 to discuss workers-related issues.

The labour ministry official said state-level officials, including welfare boards and local bodies, will also be a part of the discussion on the proposed social security

code for workers. For framing the draft social security code, the Centre had also asked the International Labour Organisation (ILO) for technical assistance.

**Limited role**  
The Centre should have held a wider consultation on other reforms instead, a labour law expert said.

"Taking States into confidence for the proposed social security law doesn't make sense as both EPFO and ESIC are governed by the central governments and States have limited role in it," said K.R. Shyam Sundar, professor of human resources management at XLRI.

"The government should have instead adopted this GST-like consultation model for the proposed industrial relations code."

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# XLRI summer internship 2016

Xavier School of Management had their largest ever batch of 361 students placed in record time of 2.5 days. This year saw a steep rise in the stipends being offered across all sectors in summer internships. XLRI successfully continued its parallel placement process - 'Parivartan', for students willing to work with social sector organisations.



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# Stipends Up for Interns from Top B-Schools

FMCG cos ramp up offers at XLRI, MDI, IIFT, TISS and IMI Delhi

**SreeradhyaD.Basu@timesgroup.com**

Mumbai: The ecommerce slowdown has done little to dampen the spirits at B-school campuses as bigger stipends, overseas postings and more offers per company rule the roost during summer internships. Average stipends have shot up even as the number of visiting startups and ecommerce companies has dropped by half, with consulting and FMCG firms stepping in to fill the breach.

As India maintains its position as one of the most promising markets globally, bullish companies are paying more to rope in the brightest students from schools such as XLRI, Management Development Institute in Gurgaon, Indian Institute of Foreign Trade in New Delhi, Tata Institute of Social Sciences, Mumbai, and International Management Institute in New Delhi.

According to campus sources, Payscale has increased its stipend 60% to Rs 1.6 lakh this year; EY has scaled up to Rs 2 lakh from Rs 1.3 lakh and the Godrej Group has gone to Rs 1.8 lakh from about Rs 1.4 lakh last year. Companies such as Avalon Consulting have quadrupled stipend to Rs 2 lakh this time at MDI, Gurgaon.

"Summer placements have become one of the most important avenues of recruitment for companies," said Kanwal Kapil, chairperson of placements at MDI. The institute wrapped up summer placements in three days, with 89 recruiters placing the almost 300 strong batch compared with 98 last year. "We had to say no to several recruiters," Kapil said.

The average stipend at MDI jumped to Rs 1.64 lakh from Rs 1.39 lakh last year and over 34% of the batch got Rs 2 lakh-plus. TIS Mumbai's HR management and labour relations batch bagged an average stipend of Rs 1.64 lakh, up from Rs 1.5 lakh last year. At IIFT, the stipend went up to Rs 1.24 lakh from Rs 1 lakh.

"Around 60% of the batch got a six-figure stipend compared to 38% last year. Godrej, Britannia, Vodafone, JSW Steel and Perfetti Van Melle were among companies that revised stipends most significantly," said Sanjay Verma, corporate and placement advisor at IIFT Delhi. Overseas roles gained ground as well. At IIFT, 15 positions were offered across the Middle East, Africa, Nepal, Thailand, Sri Lanka, Indonesia and Europe compared with 12 last year.

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## XLRI urges all to take part in ongoing Daan Utsav week

# Festival of generosity is here

### OUR CORRESPONDENT

If you have shopped your fill for yourself and your loved ones for Pujas, it's time for a heartfelt payback.

XLRI is once again spearheading Daan Utsav, which is what the pan-Indian festival of The Joy of Giving Week is called since 2014, in Jamshedpur, from October 2 and 8.

First conceptualised in 2008 to coincide with Gandhi Jayanti, it brings together a host of Indian schools, colleges, NGOs, corporate houses and celebrities to give spontaneously to the poor in any form.

On Monday, Daan Utsav volunteers collected clothes from JH Tarapore School, Dhatkidi, and Narbheram Hansraj English School in Bistupur.

"Bank of Baroda will also collect clothes from its different branches. We are getting good response from various local companies too," said Madhukar Shukla, chairperson, Father Arrupe Center for Ecology & Sustainability & Professor (Strategy & Organisational Behaviour), XLRI.

Coming around Durga Puja and Diwali, this utsav channels the feel-good feeling into philanthropy and empathy in the act of giving, he added.

"We have been a part of this for past seven years but we want more and more individuals to participate," Shukla said. "That's why we want to involve the community in a bigger way every year."

Educational institutions, local companies, giant corporates, housing societies, NGOs or private individuals, anyone in and around Jamshedpur can be a part of the festival. So can business outfits such as Confederation of Indian Industry, Young Indians. XLRI also spreads the message of the festival among its influential alumni chapters.

As a Daan Utsav volunteer, one can persuade neighbours to give anything that may be used by those poorer. They include clothes, toys, mosquito nets, newspapers to make paper bags, medicines within expiry date limits, blankets or utensils lying idle in the kitchen. Those who take part can post happy dot selfies — draw a smiley on the thumb and click a selfie — on the Daan Utsav website.

### OUR CORRESPONDENT

Jamshedpur, Oct. 8: All the 361 business management and human resource management students of XLRI, Jamshedpur, (2016-18 batch) got summer internship offers in less than three days.

According to the B-school student placement committee, the summer interns recruitment process from September 28 to September 30 noon saw participation of 92 companies offering 156 roles in consulting, finance, sales and marketing, operations, business development, human resource, industrial relations and other sectors.

The top recruiters, in terms of the number of students they have taken, are Accenture, Aditya Birla Group, AkzoNobel India, BCG, GE, ITC, Hindustan Unilever, Mahindra, Mondelez, Procter & Gamble, Star India and Tata Administrative Services.

In addition, 21 first-time recruiters also participated and offered 28 new roles across various domains.

As per a release by XLRI, FMCG sector offered 26 per cent internship; banking, financial services and insurance 13 per cent; conglomerates 13 per cent; manufacturing 12 per cent and consulting seven per cent.

The remaining 29 per cent internships were offered in other fields like technology, media, pharmaceutical, oil and gas, power, retail and automobile.

Director of XLRI Father E. Abraham congratulated the students for completing the summer placement process.

"Our students have got in-

### OUR CORRESPONDENT

to diverse sectors, which is an affirmation of an all-around integral formation, we strive to impart to them," said Father Abraham.

A parallel internship placement, Parivartan, too received applications from around 20 students.

"Parivartan was launched to provide our students an opportunity to explore summer internship opportunities in social service sector with NGOs and not-profit organisations," Father Abraham added.

Parivartan is conducted a week prior to the summer interns' recruitment to ensure that students make a conscious decision of contributing towards the society rather than opting for high-profile corporate stints.

The internships will start from March-April next year.

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# XLRI's bright summer

### OUR CORRESPONDENT

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# XLRI extra helpings for food campaign

**ANTARABHOE**

When restaurant lights dim and suited patrons go home, homeless people curl up by the shutters or on pavements nearby, dreaming of a meal.

XLRI Jamshedpur, which has always branded itself as a B-school with a strong social consciousness, is now trying to ensure nobody in the city sleeps hungry.

Teaming up with Ashok Ghosh of NGO Beyond Horizons Foundation, which for nine years has been collecting food from 18 restaurants and eateries to feed nearly a thousand homeless people every day, a group of XLRI students, as a part of an organisational behaviour project, has decided to scale up this noble work.

What the group of B-school students — 11 for now — have decided to do is to expand the project in terms of operations, such as the age with canvases and sponsors, so as to ensure more hungry people get fed every day.

"So far, food packets are distributed at drop points, about 26 in and around Jamshedpur, including Ghanshila, on bicycles or auto rickshaws. But, we are getting sponsors on board to buy a Maruti Omni to enable carrying and distributing more food. We are also approaching prestigious educational institutions with contents for food. Many have agreed or are in talks with us," said Harshit Agarwal, a first-year business management student from XLRI.

Calling Ghosh's idea of getting food donations from eateries to feed the hungry a "phenomenal idea", Harshit said, "Being involved in the project makes us happy. The mere act of XLRI generating some 30kg of extra food and distributing it among the hungry is the best possible option."

"Feeding homeless children and old persons, especially out of happiness, is a lifetime experience," Harshit said.

"We also tell them to wash their hands before eating," he added.

Agreeing that XLRI coming on board has been "a huge positive", Ghosh said the project urgently needed scaling up. "My organisation caters to about 1,000 hungry people a day but that's not enough. We need to feed at least 5,000. There are so many vagabonds and alcohol-buffers who go hungry. I follow a full strict diet. It's great that XLRI is helping us," Ghosh told this reporter.

Donor eateries have also welcomed the step taken by XLRI.

"We have been working with the foundation (helping Horizons) for the past many years and Ashok has been brilliant as our contact point," said Ryan D'Costa, owner of Breadbeck Bakery in Bistupur, which has been involved in food donation. "But now, if XLRI is helping him, the project will have a greater impact for those who sleep without a morsel in their mouth," D'Costa said.



XLRI students distribute food among children of Beldih slum in Bistupur on Friday. Picture by Bhola Prasad

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# France eyes energy sector

OUR SPECIAL CORRESPONDENT

France is keen to explore Jharkhand's potential right from industry to education.

Calcutta-based French consul-general Damien Syed, who visited Jamshedpur for the first time on Thursday, said that they would explore business opportunities with Jharkhand in the renewable energy sector. He had also accepted chief minister Raghubar Das's invitation for participating in the Global Investors' Summit slated to be held in Ranchi in February next year.

"It will be our priority as France is a leading country in renewable energy," Syed told the media, while referring to possibilities of business tie-ups, at Centre for Excellence in Bistupur on Thursday.

Syed, who met chief minister Raghubar Das in Ranchi on Wednesday, went on to add that his maiden Jharkhand visit was very satisfactory. "My meeting with the chief minister was fruitful. Apart from renewable energy, we look forward to exploring opportunities for investments in other fields too," he said.

As for the global summit, he said it would provide an opportunity to them to explore different areas of investments. "Several French companies are expected to participate in the meet. There is good scope in sectors like transportation, roads, energy and academic exchange," the consul-general said.

Another area of interest was strengthening the students' exchange programme with XLRI-Jamshedpur and IIM-Ranchi. Soon after his arrival in the steel city, Syed had a meeting on the exchange programme with XLRI director Father E. Abraham.

"We want more students from the B-school to come to



French consul-general Damien Syed (second from left) speaks to the media at Centre for Excellence in Jamshedpur on Thursday. Picture by Bhola Prasad

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# Highest-ever prize money

## XLRI biz bash next month



FEST FUN: XLRI in Jamshedpur

OUR CORRESPONDENT

Budding business managers from B-schools across India will come to XLRI, Jamshedpur, in November to prove their mettle at Ensemble 2016.

The theme of Ensemble, which has the highest-ever prize money this year worth Rs 17 lakh across some 30 business, cultural and informal contests, is *Be the Business*, to inspire participants to be the best they can be.

Around 3,500 students from more than 30 B-schools are expected to participate at the three-day mega bash from November 11 on XLRI premises in Circuit House Area.

Business games will be held in six domains — human resources, marketing, finance, strategy, operations and industrial relations.

This time, the premier B-school will introduce a workshop — Future Leadership Programme (FLP).

FLP is touted to be a first-of-its-kind workshop for students from Classes XI onwards, who are interested in leadership and entrepreneurship. XLRI faculty and eminent speakers will give lectures and conduct extra-curricular activities as part of the FLP to inculcate leadership qualities in students.

About FLP, Saumya S., a member of the Ensemble's core team, XLRI, said interested students would have to fill up a form on the basis of which they will be selected for the workshop. The details of the form will be informed later.

"Leadership can't be achieved by rote learning, nor can it be taught through instructions. It can be learnt through experience, both shared and one's own," Saumya added.

XLRI will soon upload on its website information related to the FLP.

With a legacy of 16 years Ensemble has a clutch of industry partners — Colgate Palmolive, Airtel, Hindustan Petroleum, State Bank of India, Woodland, Axis Bank, London Bridge, Turtle, Samsung, PosterGully.com, SafeExpress, SCNext, TheCollegeFever.com, Engage Deo Sprays, White Angels Travel Solutions, Eazyroom, KnowAFest.com, Twenty19 and TestFunda.com.

The biz bash will have events like Circus Maximus, a marketing event; War of Wits for those interested in human resources; and Strategikon for students inclined towards consulting, among others.

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# Lucky charm

Xavier School of Management, Jamshedpur, celebrated its annual management summit Ensemble 2016 recently, with great fervour. The three-day event saw participation from 4000 teams for 40 events. Singer Lucky Ali closed the event with a mesmerising performance.



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PAGE: 7

Expert talks sustainable growth at XLRI

Oz teacher focus on culture & character

OUR CORRESPONDENT

Jamshedpur, Nov. 26: The answer to economic and political problems lies in the profound truths and insights of the religious traditions of the country, believes professor of law, Australian Catholic University, Father Frank Brennan.

He was speaking on "The Placement of International Law in Seeking Sustainable Development for India: Some Ethical Reflections" during the 25th annual JRD Tata Oration on business ethics at XLRI today.

"No matter what economic, political and legal problems are being confronted by modern India, these can be addressed better by considering the profound truths of all the religious traditions that represent the country. International laws can not provide answers to the issues regarding the sustainable development in India," said Fr Brennan.

He stressed on value addition from the national culture, corporate ethos and personal character. "No matter how well developed the regulatory machinery in a country is, how elaborate the constitutional separation of powers

and the legislative provisions for accountability is, there will always be a place for value addition from the national culture, corporate ethos and personal character. There is a need to create the right corporate ethos and an appropriate environment, particularly in a country which was ranked 130 in the World Bank Group's ease of doing business index for 2016," said the professor.

"There are piecemeal international developments, which should assist Indian citizens and decision makers at the cabinet table and in board rooms to make better informed choices, as per your religion, tradition, corporate culture and noblest of senses," Fr Brennan concluded.

The session was also attended by XLRI board of governors chairman and MD, Tata Steel, T.V. Narendran while XLRI director Father E. Abraham welcomed the guests.



Fr Frank Brennan at JRD Tata Oration in XLRI, Jamshedpur, on Saturday.  
Picture by Bhola Prasad

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Striking a chord with workers

The Government must take workers into confidence while tweaking regulations on industrial relations and wages

Newspaper reports say that the Government is seeking the consent of the Cabinet on the two Codes - Code on industrial relations (CIR) and on wages. The depth and width of marketisation of economic transactions as a result of globalisation and its impact on business is something that needs to be reckoned with, as much as its adverse effects on workers' welfare.

The need for business needs to be matched with ensuring workers' welfare. Towards this, certain principles and suggestions based on the ILO instruments largely can help.

Formalising informality is one of the measures to promote ILO's Decent Work agenda. Analysis of NSSO data on employment and unemployment have shown repeatedly that a large number of workers (77.1 per cent) do not have written job contract in the labour market and close to 70 per cent do not enjoy social security.

The informality of employment of business is growing enormously.

In a plural world, freedom of association and the right to collective bargaining (FoA & CB) are essential aspects of a pluralistic democracy.

As the government is keen to ease regulations including deemed compliances and self-certifications, it must trust the ability of the trade unions to govern themselves and provide basic rules for ensuring functional efficiency of them.

In line with ILO Conventions on FoA & CB the government should ensure complete independence of trade unions including leaving the choice of leaders to workers and aid collective bargaining by providing for a mechanism for choice of negotiating agent.

Further, as the new rules for inspection provide a chance for compliance to violating employers before proceeding to prosecute registration of trade unions should be cancelled subject to such opportunities for corrective action.



Collective bargaining is a right, and let's admit it's a universal one.

time in conciliation. Direct resort to compulsory adjudication must exist for all kinds of disputes should the employers violate the principles of FoA & CB as workers need state support.

In accordance with the principles of pluralistic democracy strikes must be defined and regulated on par with lockouts (the proposed definition in the CIR is wider than necessary by including mass casual leave) and penalties for violation of regulations of them cannot be equated in the manner it is proposed.

Fixing it for all  
The Government is quite clear that it means to afford flexibility to the employers despite fierce opposition from trade unions.

The basic principles of regulation on employer-initiated terminations are to prevent unfair dismissals and to provide security

to workers. Following the ILO instruments on termination of employment India has a fair system in place but suffers on some aspects. For example, employers' complaints of prior permission clause and workers' the utter lack of social security and any back up plan in case of loss of employment.

The Government's proposal to raise the threshold of Chapter VB to 300+ is fine for two reasons. One, as employers say that they no longer depend on this chapter to achieve numerical flexibility and the Contract Labour Act adds them, workers do not seek abolition of contract labour system for fear of consequential unemployment in view of the Supreme Court's decision in SAIL case.

Two, this is a conservative demarcation unlikely to cause disproportionate harmful effects on workers and it is a return to original position of 1976. However, this could be granted under certain conditions. One, employers must comply with union recognition and collective bargaining laws, and trade unions must be considered compulsory. Two, workers and unions must enjoy right to information subject to controls.

Three, severance pay should be fixed considerably and be based on either preceding or remaining years of service whichever is higher. Four, alternatives such as retraining, relocation within the firm without dilution of service conditions, or alternative firm jobs, etc. must precede retrenchment. Disclosure suitably, i.e. functional flexibility choices should be explored.

The writer is a professor in human resources management at XLRI, Jamshedpur



