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# ACADEMY

Lal Bahadur Shastri National Academy of Administration

Vol. 3 Issue 3 March 2010

## Vision of LBSNAA

*"We seek to promote good governance by providing quality training towards building a professional and responsive civil service in a caring, ethical and transparent framework."*

communication, face-to-face interaction is the casualty. In this issue, we bring you a piece on the boon and bane of such interface which seems to be bringing about a revolution - not always for the better - in our societies. A paradox indeed! This newsletter also features an article outlining the therapeutic value of music.

Welcome reading!

## Jottings from the Editor

The lively Holi celebrations set the tenor for the month of March in the Academy. The onset of spring is a wondrous time of the year in Mussoorie. Blindingly clear skies, blossoming plants - tulips and daffodils among them, frolicking butterflies, birds, and langurs, painted the air with a magical hue. Spring is in the air, and all is well with the world. As if on cue, the rhythm of work and life in LBSNAA took on certain vibrancy, with a surge in outdoor activities to complement the structured classroom sessions. The newly elected representatives of the clubs and societies conducted a variety of programmes, be it mock press conference, informed discussion on the current Union Budget, elocution and quiz contests, screening of cinema, informal get-togethers, music lessons, rafting the mighty rapids, or friendly matches in cricket, badminton, and other sports. In the meantime, the participants of the 107<sup>th</sup> Induction Course left for *Bharat darshan* on a near three-week trip which will take them to different destinations in the country from the lofty heights of Tawang in Arunachal Pradesh to the outer reaches of the Andaman and Nicobar islands.

The Academy was host to delegations - domestic and foreign. Academics from the Academy of Management, Ulaanbaatar, delighted in a cultural experience as they participated in the Holi festivities, and partook of traditional delicacies. Representatives from the Confederation of Indian Industry (CII) and the LBSNAA had significant exchanges on a number of initiatives from a greener campus to paperless offices. The exposure visit of the officer trainees of the Indian Revenue Service, currently undergoing training at the National Academy of Direct Taxes (NADT), Nagpur was an occasion for rebuilding inter-service *esprit de corps*. In this day and age of instant messaging and virtual

## News Sparks

**International Visitors :** A two-member delegation from the Academy of Management, Ulaanbaatar, Mongolia visited the Academy over February and March - the Rector and President of the Academy, G Chuluunbaatar, and Bataa Mishig-Ish, Director, International Office. In official meetings with the Director, LBSNAA and members of the Academic Council, a number of cooperation initiatives between the two institutes were drawn up. They were also briefed on the areas of training and activity of LBSNAA, and invited to participate in the e-learning portal, wherein they can avail of and exchange training material with all the partner institutions. The visiting delegates outlined the activities of their Academy, and extended a warm invitation to LBSNAA faculty to visit Mongolia.

**Induction Training :** The 107<sup>th</sup> Induction Training Programme continued as per schedule. The participants got an exposure to a number of relevant subjects such as delivery of health services through NRHM, implementation

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We welcome articles and write-ups from our readers and subscribers. These can be sent to the Editor.

of MGNREGS, SSA, environment and climate change, globalization and World Trade Organization, National Land Records Modernization Programme (NLRMP), communalism and minority welfare, issues in higher and technical education, infrastructure and public private partnership (PPP), ethics in administration, total quality management (TQM) in government, hunger and food security, left-wing extremism, project management and appraisal, district agriculture planning, tribal policy, stress-management, gender-sensitization and gender budgeting, working for persons with disabilities, and ICT.

**Building camaraderie:** The Academy hosted officer trainees of the Indian Revenue Services (IRS) undergoing training at the National Academy of Direct Taxes (NADT), Nagpur, here on a brief exposure visit. Mixes of academic and outdoor sessions were conducted by the Academy, apart from an interactive session with the Director, Padamvir Singh. The host officer trainees warmly welcomed their counterparts from the IRS who partook in several activities considered customary at LBSNAA. From classroom sessions on administration, mess etiquette, executive dressing, to short expeditions, trivia competitions, gigs and karaoke dinners, the visit was truly an exposure trip.

**Phase I :** The IAS officer trainees (OTs) of 2009 batch, currently undergoing Phase I of their professional training, were introduced to a number of themes in the weekly modules. Soft skills dealing with leadership and organization behavior; administrative skills and office management; rural development and agriculture; education and training; and regulatory administration and elections formed part of their formal curricula. Apart from inputs delivered by the in-house faculty, a number of experts were invited to share perspectives. Field visits, panel discussions, and skill testing exercises were also organized for a participatory experience. A number of out-of-class activities kept pace with the academic training. The month also saw the engagement of the OTs in the HOPE programme, wherein groups under the guidance of the faculty took up an assortment of projects ranging from mapping of Mussoorie, improving learning levels in primary schools, systematizing of hostels, calculation of carbon footprint at LBSNAA, to cataloguing of Academy photographs. With new elected bodies, the clubs and societies busied themselves with conducting an eclectic mix of events.

- **Holi :** Organized by the Officers' Club, *Holi*, (with clear directives for no unholy play), was a colourfully happy celebration. The morning of March 1<sup>st</sup> saw the Academy *parivaar* out in large numbers in the Happy Valley grounds - the faces masked in greens, reds, and blues.

- **Discussing the Budget :** In a style no less matching the 'Face the Nation', the Society for Contemporary

Affairs held an invigorating session on the Indian Budget for the fiscal 2010-2011. At an open floor analysis, the details of the just-announced budget were discussed with special emphasis on India's growth in the light of the global economic meltdown. The participating faculty and the OTs, wearing their economist hats, dissected the budget to reveal its strengths, weaknesses, and gaps.

- **Fate of the national animal :** The Nature Lovers' Club began its innings with a roar! A declamation competition was held on an issue that has been raging in the minds of all those who care for the environment - "Will tigers survive the human onslaught?" The floor was divided into two groups - while the optimists believed that the cause to save the tiger is worthy and realizable, the cynics were less hopeful.

- **Kavi Sammelan :** The poetic fervor among the OTs was unleashed in an event hosted by the Fine Arts Society and Hobbies Club. Promising poets recited a sequence of verses, some of which were commentaries on disturbing humanitarian issues.



Poetic passions

- **Trivia :** The changing world order, climate change, and human rights violations, music, movies and a plethora of other teasers were subjects of a brain-racking know-all quiz organized by the Society for Contemporary Affairs. Teams comprising of the OTs, LBSNAA's faculty, and visiting officer trainees of the Indian Revenue Service (IRS) had a stimulating evening second guessing the answers.

- **Treasure Hunt :** A hunt to unearth hidden fortunes sent groups of faculty and OTs on a wild goose chase in the Academy premises. The skillfully conceptualized treasure hunt, organized by the Hobbies Club, brought out many a Holmes within, as eavesdropping and lateral thinking were the ground rules.

- **Recreation :** Cutting through the hectic academic schedules was an array of sports activities which included tennis, cricket, volleyball, badminton and basketball tournaments. Playing in-house as well as

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## News Sparks

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against teams from the Doon Club, and the Indira Gandhi National Forest Academy (IGNFA), LBSNAA's sportspersons triumphed in badminton while calling it even at the 'hoops'. After hectic worddays, a couple of evenings of popular music and dance (coordinated by the Fine Arts Society, and the Officers' Club) helped the officer trainees and the faculty to unwind. The Film Society pitched in with screenings of popular and landmark cinema.

- **Excursions :** Scaling the surrounding undulating terrain in two weekend treks added the extra zing to living in Mussoorie, and of course added to the fitness levels of the OTs. Following the oft rocky trail to George Everest Camp and Bhadrachal Temple located in the lower



Ardent mountaineers

Himalayas was a thrilling experience. The visiting team of IRS officer trainees from Nagpur also trudged along to Bhadrachal Temple and got a feel of the rugged beauty of the place.

- **International Women's Day :** 8<sup>th</sup> March is dedicated to women the world over. On this day, *Vani* a society of women employees of the Academy working for the empowerment of local women organized a special event to mark the day. The widely-attended gathering was addressed by Director, Padamvir Singh who spoke about changing social norms and the opportunities available to women today. In a meaningful talk intended to enlighten women on gender-sensitive laws, Rajesh Arya, Deputy Director (Sr.) detailed legislation in place to help women overcome forms of discrimination. The women employees of LBSNAA drawing daily-wages were given gifts on the occasion.

- **CII delegation :** A Confederation of Indian Industries (CII) team led by Deputy Director General, Dr. Sarita Nagpal visited LBSNAA and held wide ranging discussions with the Director and members of the Academic Council. The meeting threw up possible areas of cooperation between the Academy and CII: module development on corporate social responsibility and project management skills, benchmarking, joint studies, networking and exchange programmes, best practices from the industry amongst other significant initiatives. CII also agreed to guide the Academy on 'greening' of its buildings, given its expertise in this green technology.

## Outreach

Faculty from LBSNAA taught sessions to officers at the Indo-Tibetan Border Police Academy, Mussoorie, on subjects ranging from soft skills, international humanitarian law, and Windows Vista and Microsoft 2007 operating systems.

## Research Centres in Action

### Centre for Rural Studies (CRS)

The Centre organized a national conference on 'Microfinance, Self Help Groups and Rural Development in India' in collaboration with NABARD on 25-26 March. Banking with the rural poor has emerged as a key initiative towards sustained socio-economic development in the 21st Century it is this technique's success that has caused microfinance to be an effective poverty alleviation tool towards realizing the global Millennium Development

Goals. In India, the combined efforts of the central and state governments and financial institutions and NGOs have encouraged the formation of 'self-reliant', 'self-sustained' and 'self motivated' SHGs which are inherently homogenous and community based. The linking of these groups to financial banking institutions is a powerful vehicle for socio-economic improvement in the lives of the rural poor. The conference was attended by eminent administrators, bankers, academics, and social workers who

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## Research Centres in Action

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proffered comments on the following themes:

- SHG-Bank linkage programme-its processes, efficacy and impact experience and possible strategies for up scaling and consolidation
- Micro enterprise promotion through matured SHGs- experience and possible strategies
- The implementation of livelihood programmes through SHG channels lessons and perspectives
- Joint Liability Groups (JLGs) and their role in farm productivity
- State government-sponsored programmes for microfinance development and poverty alleviation through the SHG route - quality and effectiveness
- The role of Panchayat Raj Institutions (PRI) in the promotion of SHGs, JLGs and the implementation of livelihood programmes

The two-day conference was inaugurated by Director, Padamvir Singh, who stressed upon the importance of linking the rural community to the global through the use of

worldwide web. A significant part of the conference was an exhibition where local SHGs displayed products made by the leprosy inflicted, the handicapped, and women in prison and shelter. This conference identified shortcomings and strengths that surround SHGs in becoming self-sustained vehicles of socio-economic empowerment. The proceedings have been documented, which will be brought out in a volume along with the papers presented.

### National Institute for Administrative Research (NIAR)

In pursuance of NIAR's efforts to publish three additional volumes in the Good Governance Series, the second workshop on publication of 'Educational Governance in Elementary Education in India' was convened on 30<sup>th</sup> - 31<sup>st</sup> March. The publications are expected by the end of the year.

Additionally, continuing the MoRD, GoI sponsored project on the Mahatma Gandhi NREGS, NIAR organized a peer learning workshop on 4<sup>th</sup> - 5<sup>th</sup> March at Nagpur, Maharashtra and subsequently on 9<sup>th</sup> - 10<sup>th</sup> March at Gangtok, Sikkim where officials from the State rural development departments of Andhra Pradesh, Bihar, Maharashtra, Karnataka, Kerala, Meghalaya and Sikkim participated.

## Mussoorie - the Gateless Entry

Mukesh Sharma\*

Aboard the boat of quest,  
Desire pounding in the chest,  
Held as extended eyes,  
The pirate telescopes,  
Searching far and wide;

While THAT wistfully awaits,  
Ignored albeit it remains,  
In the breeze and leaves,  
In the dry sand and rains;  
And in the sun  
That doesn't fail to rise,  
Does go down,  
But not in vain.

A moment does  
Come nevertheless,

When the head turns  
And eyes break from distress;  
The two worlds mingling,  
Hiding and highlighting,  
The gateless entry,  
To the Third sibling.

It's here you go  
Yonder the quagmire  
Thy quest, Thy desire  
Retire with the boat,  
And YOU transport  
Through Nothingness,  
Into everything you float.

\*Associate Professor, NIAR, LBSNAA

## Interview with the Delegation from the Academy of Management, Mongolia

Kartikeya Misra\*

Q. What has been your overall impression of the visit?

A. Very positive in many ways. I have been to many countries but in this visit to LBSNAA I came across people who were very warm and hospitable. You could notice the efforts they were putting in. For example, in the meeting with the Director, people went out of their way to help us think.

Q. How was your meeting with the Director and Faculty?

A. It was very productive. We appreciated the fact that they were guiding us, sentences like "this is probably better for you..." indicate their frankness. It does help to be frank.

Q. What is your opinion of teaching materials and books that you came across?

A. Content of training program including history, law, public administration, etc., is very comprehensive. It includes every major subject which a civil servant requires to be knowledgeable and skillful.

Q. What is your impression of the classroom teaching here?

(The delegates were invited to attend classroom sessions during the ongoing Phase I IAS Professional Training Programme; and the 107<sup>th</sup> Induction Training Programme)

A. We attended two classes. In the first class in terms of training methodology, though lecture type, it left room for questions. Looking at the trainees we felt that it was indeed a good selection. We tried looking into their eyes, they were very determined, they knew the path they wanted to take it was very impressive. Compared to the second class, the first class was full of energy and their willingness to learn was great. The second class was full of experienced people. They were a lot into subject matter and were not laid back at all. We feel that Civil Service in India has been on the right track. Foundation is very well built.

Q. Which facilities on campus drew your attention?

A. Our first impression was, "Why did they build this Academy on top of a mountain?" Slowly we started linking the place, the view, etc., assuming that summers would be very hot in plains and it would be pleasant here. The roads are very unique and driving was something which we never experienced. One aspect was wonderful

everyday we got a different car / driver and never once did we notice a driver getting mad at people. This was positively different. The library does not give the feeling of being very old, but it seems very substantial, which is good. Overall, your campus is an amalgamation of old and new. The gym is new but library older. If everything is new, then it lacks history, if everything is old, then it gets boring for your generation. Then we noticed a lot of construction shows there is growth and expansion. We have been to many academies and universities but your academy is wonderful and unique.

Q. How did you like the Holi celebrations?

A. We had seen movies and documentaries on National Geographic on Holi. There used to be lot of balloons, water and colour. Never understood why people do that. But, when we saw the celebrations, everyone was into the Holi mood, you could feel the happiness. It was not a fancy celebration, but down to earth. It reflected no difference between you and me - gives a feeling of all being equal. We took a photo with a kid; he had naïve eyes and was very shy, even he was very happy.

Q. How have you adjusted to the Indian food?

A. Eating five times a day is something we cannot imagine in Mongolia! But you eat very less more number of times, we eat a lot but very few times. We shall go back to Mongolia and frequent Indian restaurants much more now.

Q. Mr. Rector, your message for the Academy.

A. Your Academy's location is beautiful and the Academy itself is well built in many ways. Young people like yourself full of energy and committed to what you are doing is a great sight. Representing the Academy of Management, its faculty, staff, and students I wish you happiness, prosperity and peace. We would like to thank you, staff, and all people, deputy directors, all the way up to your Director Mr. Padamvir Singh for the kind hospitality, cooperation and genuine warmth. We find that we are the first Mongolians to reach LBSNAA; hence this is unforgettable for us. This cooperation will bring more Mongolians to Mussoorie and we hope that people from LBSNAA visit Mongolia.

\*IAS Officer Trainee, Batch of 2009

## Fast paced lives and web 2.0 fiascos adding to impatient lifestyles

Harveen Kour\*

The entire approach towards the way we lead our lives today, the way success is measured is what seems to be driving everyone towards a mad rat-race to the so-called top largely associated with wealth, fame and status. Amidst this, who seems to have time for the few individuals who really matter in our lives? One is too busy to give in to formalities and superfluous conversations. Kudos to the age of information! Web 2.0, new means of communication online messengers (yahoo/msn/gtalk/skype), social media (Orkut/Facebook/Linkedin/Twitter/wikis/social bookmarking), user generated content (blogs, micro blogs, wikis, pod casts, video casts) these tools have provided endless means of communication to share information, express opinions, engage in dialogue, and increase the pace of communication. But at the same time it is another fiasco adding to the impatient lifestyles in the fast paced globalized world.

Many youngsters perhaps find it pointless to store things in their heads now, and search engines are the new norm. The globalized world has managed to manipulate even how our relationships function with different people wherein everyone whom we have not met in ages is just a click away. But after few minutes of that, there is a redundancy as the same people pop up daily on different chats, the conversations get confusing, and there is nothing but facts of our daily fast paced lives that one would end up sharing at the end of the day thereby managing our lists of over 500 friends on different social media sites. And then there are those odd 'hello, how are you?' by the ones that are there in these numerous lists. But there is nothing that interests you about the individual and it was only a formality to add them just so that they do not feel offended. You try to end the torturous conversation with as little exchange of civilities as possible and heave a sigh of relief when it is over. Their different status messages keeps you party to what is happening in their lives, pictures tell stories better, but the information again pertains to numerous people about whom you would on a daily basis not be concerned about.

The most hilarious fallout of this technological mode of communication is that it does away with face-to-face contact. Thus I was not surprised when an acquaintance shared that a girl dumped him by changing her status on the social network site from 'in a relationship' to 'single'. It only made me realize that increasingly people are avoiding confrontations and arguments and convenience takes the cake. This has transformed the way people work with each

other giving rise to the new age relationships. Amidst all these conveniences, the human factor is lost and people have become increasingly superficial.

So much so that Timex advertisements about 'move on', Airtel on 'impatience is the new life', Tata docomo 'do the new' seems to be encouraging this attitude. I am not against globalization or internet or technology so to say, but appalled at our lack of thinking. Our behaviour is also being dictated by the dictats of marketing.

\*Research Associate,  
National Centre for Urban Management

### The Paradox of Our Age

"We have bigger houses but smaller families;

More conveniences, but less time;

We have more degrees, but less sense;

More knowledge, but less judgment;

More experts, but more problems;

More medicines, but less healthiness;

We've been all the way to the moon and back,

but have trouble crossing the street to meet the new neighbour.

We build more computers to hold more information to produce more copies than ever but have less communication.

We have become long on quantity, but short on quality.

These are times of fast foods but slow digestion;

Tall men but short character;

Steep profits but shallow relationships.

It's a time when there is much in the window, but nothing in the room."

XIVth Dalai Lama

## Indulging in music : some do's and don'ts

T.V. Sairam\*

"One good thing about music, when it hits you, you feel no pain." - Bob Marley

It is fairly well established that a good piece of music, selected for you by a knowledgeable music therapist after analyzing your age, body constitution, and problem to be addressed, can serve as a therapeutic intervention. Such prescription can go in harmony with all or any treatment of medicine you may already be undergoing.

Music can be an effective complementary medicine, since it can help people cope up with problems. Recent research indicates that music helps in bringing about certain transformation in body and mind resulting in rejuvenating the immune mechanism.

### BDA (before, during and after) exercises with music Before the arrival of music...

Before switching on the music, ensure your privacy. Please ensure that you have selected a place free from disturbance. First of all, switch off your cell phone, while switching on the music, for you cannot have cake and eat it too!

When you are with music, you have to be with it wholeheartedly. So, ensure that you are disassociated with friends and colleagues (only temporarily!). It is better to have headphones even if you are in a private room, undisturbed by exterior forces.

As you have to spend at least 40-50 minutes in any therapeutic session where only you and music are there, please ensure that you are free from all obligations during this tryst. Have your light food (moderate food preferable) or drink (no alcohol can be allowed to come between you and your music!), wear loose-fitting, minimal garments, remove all cosmetic prostheses including contact lenses (remember, your partner 'music' is not bothered about your looks - it only expects your indulgence and time!), and free yourself from all thoughts and inhibitions.

As you are alone with music, assume the position which relaxes you most (for this, the good old shavasana comes in handy!) in climate that comforts you (switch on the air-conditioner to the extent you need). Tell your mind soothingly that you are going to indulge in music for the next half-an-hour or so and request it to cooperate by not bothering you with unnecessary thoughts and futile memories.

If you believe in God, you offer mental salutations. Otherwise, salute the music which is going to be with you - like a loving companion during the session, escorting you to places and niches of your inner universe, unvisited or unfathomed by you so far! Be ready for the musical journey

and before switching on, surrender to its logic and construction as you are not going to judge its content, grammar, quality, system, composer and such. You are from now on a humble companion, allowing to be wafted into the world of music by the gentle or fiery, low or high, painful or ecstatic, masculine or feminine, ascending or descending, rhythms or resonance of the mighty music that follows.

Close your eyes... Except the feelings of love towards music, no other thoughts or feelings should be harboured during the entire session.

### As the music plays...

Release all your tensions and negative feelings into the flow of music. While doing so, absorb at the same time the beauty, love and harmony, emanating from it. Whenever any block is felt, visualize its opening in the music played. Feel how music pampers you, hugging you, caressing you and loving you as its partner. Feel the love notes and love passages in it. Enjoy its beauty and visualize that your whole being is activated and flushed with positive flow. Every time a musical passage returns, feel that it brings you re-assured support and faith back to your system - may be lost in your childhood. Feel the presence of your loved ones or events. Avoid all attempts made by your mind to divert you from your music.

### After the tryst ...

Once the music is over, keep the same body-mind posture and bring back the sounds to your mind with great joy and praise.

Allow the silence to overtake the sounds. And enjoy the silence as if it is also reassuring the love offered by the sound of music. Love the silence and be loved by it. With these thoughts - after resting in silence for at least 5 minutes - get back to your mundane affairs with music in your background.

Have a nice day filled with music and musical silence!

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\*(The author is a retired officer of the Indian Revenue Service, currently, President of Nada Centre for Music Therapy, Chennai. He has sent us this contribution.)