

## The First OBC Beneficiary

“In our institute benefits flew on their own, one did not have to bother too much for performance. One could get penalised if he attempted to perform beyond a point” said an amused Dr. Narendra Mohan, sipping coffee in the faculty tea club.

Dr. Mohan came to IMX on deputation under agreement between the Institute and his employer, under which the institute was to allow him for attending the tasks of the employer organisation up to three months in a year. In return the employer paid the difference of salary (about 1/3) and also bear the deputation allowance. He taught more courses than others, and engaged in academic administration, research and MDP etc. over and above the employer’s assignments.

However at the end of deputation, the Institute neither released him nor completed the formalities of permanent absorption. As a result the employer did not transfer any benefit like leave salary, gratuity or even provident fund. He was selected and offered professor’s position but his pay was fixed in a way that the normal increment was deferred by 9 months. He was also fixed at a pay less than what he was drawing on deputation.

When he became MBA Chairman and increased MBA intake 3 – fold, 4<sup>th</sup> pay revision came under which his pay was fixed in a way that he started drawing 3 increments less vis-à-vis a professor who was drawing 2 increments less than him before revision. There were many such aberrations.

“However, the last one was the master stroke. Govt. of India introduced a so called HAG scale. By that time I had come to fag end of my career. I had been in the Institute for over 25 years then, the first faculty to achieve the feat. Towards this, unique performance criteria were decided, much against and in contravention of the government guidelines and orders. The performance evaluation committee’s members had to speak lies. Still I was qualifying. As a last ditch effort, the Institute postponed the date of implementation by 3 years, so that I retire. Even some Board members closed their eyes in larger interest, equity and fairness, when the matter went for Board’s approval. Interestingly, alongside the Board also decided, *as a policy* that if a superannuation professor has cleared just a six year service as full professor, he/ she will be awarded HAG scale *irrespective of performance*” said Dr. Mohan. Thus, all the professors including the one whom the evaluation committee had reported as non-performer got HAG scale, except Dr. Mohan, who had 25 years’ of distinguished service<sup>1</sup>.

“So you did not get any benefit ever?” Asked some young inquisitive faculty members.

“No, no. Mila na. I got once, but on account of OBC quota based reservation, although I do not belong to OBC category” said Dr. Mohan.

“How come?” Faculty members now got more curious.

“Actually, when I joined here I was quite old, say around 40 years, only 20 years’ service left. Then government increased retirement age to 62 years, I still could not get full pension, which was possible if the Institute had properly handled my transfer of service. In 2007 central government introduced OBC quota and asked to increase PGP intake by 54%. It was a great opportunity. But many IIMs opposed as there was acute shortage of faculty. To counter that the central government increased the date of superannuation from 62 years to 65 years for those who were on rolls as on 15.3.2007. I was to retire on June 6, 2008. There was a case against the quota in Hon’ble Supreme Court and later in Calcutta High court. But both of them rejected the petition. We had to admit OBC quota. That gave

me the opportunity to increase PGP intake in IMP by 85% in first year and surpass it by 10% next year.”

“But what benefits you got?” the faculty members asked.

“Firstly, I got three years’ additional service at full pay. Then the full pension benefit were given on completion of 20 years’ service. That too at revised pay. So were the gratuity, leave encashment and other benefits. It more than compensated the denials by the Institute. I am thus a true beneficiary on account of OBC quota. OBC students joined on 22<sup>nd</sup> June, but I escaped retirement on 6<sup>th</sup> June 2008, making me the first beneficiary of OBC quota in my Institute. You know, man proposes God disposes” smiled Dr. Mohan.

“Oh. Anything else? ” the faculty members laughed in chorus.

“I got opportunity to engage in almost every type of academic activities and academic administration tasks, which no other faculty member in my time was able to do. Not only that I was made one of the first Deans in IMX, and was the first Director from the Institute to a central government institute, IMP. Just a few months back, new rules were made to allow 5 years leave. This helped me fulfil all the dreams I had for IMX. I could contribute to all round growth and financial viability. When I joined IMP, the last batch of 60 PGP students was passing out and when I returned 5 years later, first batch of 300 students was getting in, a 5-fold rise in 7 years. I struggled to have 1<sup>st</sup> conference here, but in IMP I could get 17 conferences organised in 5 years. Doctoral programme was started there in the 11th year while we took 15 years here. We struggled to have one FDP in a year, there we could organise 50 programmes in 5 years. To cap it all we could spread PGP to working executives in their cities through on line programme. Financially, we could grow a corpus fund of Rs. 85 crs. In 5 years. What more I could wish. *Bin mange hi bhagwan ne kuch de dia itna, ki mangne me aane lagi hai sharam mujhko.*” concluded Dr. Mohan.

The young faculty members were spell bound. Was this the objective for which MHRD introduced HAG scale? They were however, happy to note that they will get in life at least the highest scale without any worry of performance.

They however, also wondered whether this way MHRD is going to create excellent, world class management institution in India?

Click here to get the moral of story-> [kabhi kisi ko mukammil jahan nahin milta](#)

1. This story is based upon an interesting [case study](#)

## The Incidence has a parallel below

Appraisal interview of Gayle:

Gayle:- Sir, I scored 211 Runs in 118 Balls. I made the team win the crucial match. I should get “A” rating.

Management:- You hit 17 Sixes and 23 Fours. Though, that is good but that is not something new you have done. That is why we hired you. As this is not something new, I will mark it as “Innovation Lacking”.

Gayle:- But sir, I played according to the situation. I took 21 singles as well.

Management:- Exactly, your performance is not consistent. You played 15 Dot Balls as well. This means, you failed to optimize the resources.

Gayle:- But...

Management:- Also, I would like to mention that you are not a team player. The whole team scored 112 and you all alone made 211.

Gayle:- What??

Management:- Yes. So, overall, you are getting a “C” rating for the year. Improve Consistency,

Innovation, Utilization and Team Work.

