

# Consortium Initiative for Indian Management Schools

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## Abstract :

The paper describes current trends in library collection building processes. In line with these trends, while introducing the library consortium principles, it presents an outline of various library consortia presently in operation in India. Describing the formation of the IIM Library Consortium, it outlines the approach, establishment and present status of a latest consortium effort (ERIMS) for e-resource development at Indian Management Schools, under the INDEST Consortium of the MHRD (GOI).

## Libraries in the changing socio-techno-info-economic scenario

Role of libraries as knowledge centers and information repositories has remained unchanged since times immemorial. This will continue to remain so for them in times to come. However, with the advent of manifold developments in the realm of information technology on the one hand and ever increasing knowledge and information requirements of their users, on the other, what has changed is just the ways and means of acquiring, organizing, preserving, retrieving, and disseminating information - the core activity of today's library/knowledge/information center.

Libraries and information centers (LICs) in India, like their counter parts even in best of the best parts of the world are facing unprecedented resource constraints of one kind or the other. On the one side, LICs are subjected to acute financial cuts, and on the other the cost of learning resources is escalating exponentially. Matters become all the more worse when ever increasing information needs of the users become more and more complex. All this has led the LICs to resort to various ways of sharing.

In the pre-Internet years, resource sharing mainly tackled the areas related to technical processing (e.g. shared cataloguing) and inter-library lending. Acquisitions and storage areas were not in the lime-light. Printed and card-based union catalogues were not uncommon. Library automation and computerization of union catalogues was carried out on mainframes using proprietary software, communication protocols and user interfaces. Towards the later part of 1980's and early 1990's many resource-sharing networks distributed their union catalogues on CD-ROMs to the participating libraries.

With the advent of the Internet, librarians quickly realized that they need not spend their efforts and resources to develop proprietary networking solutions. Internet and Web technologies are being effectively used in resource sharing efforts with several additional benefits, key advantage being that the Internet can be used as the carrier network by all member libraries of a resource-sharing network. All that is needed is to have good Internet connectivity. The common user interface provided by the Web browsers enables integration of access to shared resources (e.g. union catalogues) and also to local library collections and services. Integration of messaging and file transfer protocols in the Web enable easy support for inter-library loan and cataloguing efforts. Since Internet offers platform independent protocols and

public domain tools, development of new applications and services and value addition to existing services becomes quite easy.

### **Consortia approach to library subscriptions and acquisitions**

A library consortium is a collective activity of a group of libraries towards a common goal of sharing resources (1). With the availability of the state-of-the art information technology solutions and the web revolution, LICs now are now better off in terms of easy access to more information through meaningful co-operation among themselves.

The consortium approach is a win-win situation for all its stakeholders - users, publishers, and LICs - all alike. Users are the ultimate end beneficiaries of such initiatives.

For LICs (involved in the consortia), consortia offers several benefits including the following:

- \* access to otherwise un-subscribed materials;
- \* scope for electronic archives;
- \* availability and monitoring of usage statistics; and
- \* getting deep discounts through joint pricing negotiations - hence lower unit cost of information;
- \* reduced storage costs;
- \* developing common resources databases;
- \* effective document delivery systems;
- \* a single interface and access point;
- \* enhanced search facilities;
- \* better scope for developing a union catalogue among participating libraries, etc.

For publishers, the consortium offers reduced attrition; improved income stability; incremental revenue; and greater visibility of their products.

Libraries today buy licenses for an ever-increasing number of information resources from a range of different publishers and providers, and use a diverse set of technologies for information delivery (2). In addition, a wealth of relevant resources is freely available on the Web for libraries to incorporate into their e-collections and make them readily available to their users. In order to survive the array of challenges and also to have a meaningful presence in the digital era, libraries are rapidly adapting to the changing environments. Recently the concept of library resource sharing has been largely influenced by a variety of nation-wide techno-centric consortium approaches in pursuit of optimizing the libraries' resource base while achieving substantial savings through combined and coordinated bargains with publishers. There are several examples of web-based systems supporting resource sharing, collection development and professional enhancement. Applications include union catalogues, cataloguing, cooperative acquisition, inter-library loan, reference and referral services, retrospective conversion and so on. A few such international efforts include the following :

- \* Texas State Electronic Library (<http://link.tsl.state.tx.us/>)
- \* State Library of California (<http://www.library.ca.gov/index.html>)

- \* Consortium of University Research Libraries (CURL, <http://www.curl.ac.uk>)
- \* Consortium of Academic Libraries in Manchester (CALIM, <http://rylibweb.man.ac.uk/calim>)
- \* Colorado Library Information Network (<http://www.aclin.org/>)
- \* Washington Research Library Consortium (WRLC, <http://www.wrlc.org>)
- \* BIBSYS (Shared University, Research and National Library of Norway (<http://www.bibsys.no/english.html>))

Internet and the Web have given a strong impetus for consortia-based resource sharing of bibliographic databases and electronic journals. Database vendors like the Institute for Scientific Information and Cambridge Scientific Abstracts are promoting consortium approach to the use of their databases (e.g. Web of Science) among institutions with strong intranet and internet connectivity. Similar approach has been followed by journal publishers like IEEE and Elsevier in providing access to their electronic journals. This would not have been possible but for the availability of Internet. Internet has been used to provide nation-wide access to databases, for example the ELSA (Electronic Library of South Africa) in South Africa and BIDS (Bath Information and Data Services) in United Kingdom.

Some of the popular international consortia arrangements which are in force are: Ohio Link; HEAL Link; Virginia's VIVA; Georgia's Galileo; China's CALIS, and Hawaii Initiatives for title-specific model.

Some of the notable Indian initiatives on library resource sharing utilizing the internet technologies include:

- \* INDEST Consortium (<http://paniit.iitd.ac.in/indest/>)
- \* UGC INFONET (<http://web.inflibnet.ac.in/info/ugcinfonet/ugcinfonet.jsp>)
- \* FORSA Consortium (Astronomy and Astrophysics Libraries) (<http://www.iiap.res.in/library/forsa.html>)
- \* DAE Library Consortium (<http://www.tifr.res.in/~libws/>)
- \* CSIR Library Consortium (<http://www.niscair.res.in/ActivitiesandServices/MajorProjects/majproj.htm#ejournalconsortia>)
- \* ISRO Library Consortium
- \* IIM Library Consortium
- \* HELINET (Rajiv Gandhi University of Health Sciences, Karnataka) (<http://www.rguhs.ac.in/hn/newhell.htm>)
- \* ICICI Knowledge Park (<http://www.iciciknowledgepark.com/>)

### **The IIM Library Consortium**

Following the success of various resource sharing initiatives of the libraries of the IIMs, formally started in 1993, when the librarians of (the then) four IIMs, for the first time, met together at IIM Lucknow, a pilot study on the extent of overlap of information resources, especially the digital resources and scholarly journal titles, among the SIX IIMs, conducted

during 1999 revealed that, over 66 percent of the digital recourses were being acquired by each of them annually. In the case of journals, all the six IIMs put together subscribed to over 2550 scholarly titles of which around 1200 were duplications (overlapping titles). Among these, 33 titles were being subscribed to by all the IIMs. A proposal was therefore mooted among the Directors of IIMs for the formation of the IIM Library Consortium, which was acceded to, after several rounds and levels of discussions among the IIM Librarians and the Directors.

The year 2000 was a landmark in the history of IIMs, with the formation of the IIM Consortium. The objective was to ensure among the IIMs, optimum utilization and enhancement of the resources, and to minimise the expenditure by consortia based subscriptions to the commonly subscribed databases and journals. The idea was to approach publishers of Electronic Journals and CD-ROM Databases to begin with, as a consortium, for better pricing and services. The consortium meetings were proved to be very productive and successful. The bottom line of the concept was thus collectively “to pay a little more and get a lot more” in our endeavours to buildup a strong information resource base in all the IIMs. The additional burden while accessing all the electronic titles across the IIMs for the individual print subscriptions we had at each of our Institutes were shared equally by working out the license charges for the Enhanced Access License (EAL). During the first meeting itself, a host of journals and databases were jointly subscribed at very competitive prices, and a number of others promised supply of their products at a nominal cost.

Having convinced on the dire need for a journals consortia, major publishers such as Elsevier, Kluwer, John Wiley, Blackwell, Taylor & Francis, and MCB University Press (Emerald Full-Text Intelligent Library) were approached and they all now participate in the Consortium. The end result has been highly praiseworthy, that over 1000 E-journals IIMs are able to get online access, across all the IIMs, by paying a nominal additional amount.

The success displayed by the IIM Consortium was observed by the Ministry of Human Resource Development (MHRD) Government of India and in the year 2002 the Ministry launched the INDEST (Indian National Digital Library in Engineering, Science and Technology) Consortium. All the MHRD set up institutions such as the IISc., IITs, IIMs, NITs, RECs, IIITMs, NITIE etc. are beneficiary of this successful consortium. INDEST also has the distinction of being India’s first Open Ended Consortium, facilitating institutions outside the MHRD family to join the INDEST, to take advantage of the consortium benefits.

### **Consortia Initiative of IIMs**

Encouraged with the success of resource sharing arrangements (3), the librarians of IIMs felt much bolder in initiating other major cost-effective and user-oriented initiatives in a cooperative manner. It was in the year 2000, the librarians of all the 6 IIMs sat together to work out consortia-based subscription model for the otherwise very expensive electronic databases. First such exercise was taken up by them in their meeting held during Dec. 23-24, 2000 at IIM Kozhikode and they were successful in negotiating a consortium price of \$13,175.00 for a particular product as against its list price of \$18,000.00, a net saving of \$ 4825.00 per institution. Some other products and consortia prices negotiated were as follows:

\* **ABI/INFORM/BPO Full Image:**

Subscription Price for 2001 : US \$25235

Discount : 20%

Consortium Offer :

If 4 IIMs Join : 30% Discount

If 5 IIMs Join : 35% Discount

If all 6 IIMs Join : 40% Discount

\* **ECONLIT**

Subscription Price for 2001 : US \$1843 (stand Alone)

: US \$2764 (2-4 Users Network)

Consortium Offer :

If 4 IIMs Join : 20% Discount

If 5 IIMs Join : 25% Discount

If all 6 IIMs Join : 30% Discount

\* **INDIA BUSINESS INSIGHT DATABASE (IBID)**

Subscription Price for 2001 : Rs. 40,000.00

Renewal Price for 2001 : Rs. 35,000.00

Consortium Offer : Rs. 24,500.00

With Quarterly CD; Twice Weekly Internet

Update; Sitewide Access to unlimited Users;

& IP based Communication

Second meeting took place at IIM Bangalore during September 27-28, 2001 and the third at IIM Calcutta during December 9-10, 2002. Fourth meeting, held at IIM Lucknow, during September 29-October 1, 2003, discussed and finalized subscription/renewal/deletion, as well as archival strategies for such resources.

As a result of such efforts, all the 6 IIMs have been subscribing to the following seven databases, at a consortium price of Rs. 16, 37,967.00, as against their list price of Rs. 23, 71,500.00, a net saving of Rs. 07, 33,533.00 per library:

Table 4

Sl. No.	Name of Database/ E-Journal	Listed price per Site	Consortia Price per Site	Available at
1	ABI/INFORM	18200 USD	10000 USD	IIMB, IIMC, IIMK, IIML
2	BUSINESS SOURCE PREMIER (EBSCO)	18000 USD	10000 USD	IIMA, IIMB, IIMC, IIMI, IIMK, IIML
3	GMID GLOBAL MARKETING INFORMATION DATABASE (EUROMONITOR)	24000 USD	7300 USD	IIMK, IIMA
4	CAPITALINE	3,00,000 Rs	1,12,500 Rs 67,500 Rs (renewal)	ALL IIMs
5	INDIA INFORMER	97,500.00 Rs	78,000.00 Rs	ALL IIMs (Since Ceased)
6	CRIS INFAC	8,00,000.00 Rs	1,50,000.00 Rs	ALL IIMs
7	EQUITY RESEARCH STATION	70,000.00 Rs	41,667.00 Rs	IIMB

In addition to the above, IIMs (on their own) are also subscribing to in consortia mode, the e-journal collections of three publishers, viz: Kluwer, Blackwell and Elsevier, under the following terms:

#### **Kluwer**

1. IIMs will retain current volume of print subscriptions i.e. 41 subscriptions for 28 titles in 2002;
2. Each IIM will subscribe to at least 3 Kluwer titles;
3. Additional 10 per cent of the total subscription value (i.e. Rs 983023.00) will have to paid jointly by all the six IIMs
4. In lieu, all the six IIMs will have access to the electronic version for the current year of all the 28 titles, for the current year.

#### **Blackwell**

1. All the six IIMs will have e-access to 270 journals in the field of Humanities and Social Sciences, at a consolidated cost of Rs. 1, 27,000.00 per IIM. This works out at a average price of Rs. 765.00 per journal.
2. Existing print subscriptions to be maintained.

#### **Elsevier**

1. Access to 193 e-journals in the following area : Business & Management, Decision Sciences, Economics, Econometrics and Finance by paying US\$ 3597.00 per IIM.

2. Special discount on print subscriptions. All the IIMs to pay 2002 subscription price plus 5 per cent for 2003 for 219 subscriptions, instead of the list price of 2003 for these journals.

### **INDEST (MHRD, GOI) Initiative**

The year 2002 has been a landmark in the history of higher education in India when the Ministry of Human Resource Development (MHRD) of the Government of India (GOI), for the first time, as a Government initiative, firmed up the concept of "Consortia-based Subscription to Electronic Resources for Technical Education System in India" on the recommendations made by an Expert Group, appointed by the Ministry for the purpose. This consortium has been named as the Indian National Digital Library in Science and Technology (INDEST) Consortium and is headquartered at IIT Delhi. INDEST experience, particularly in terms of providing increased and efficient access to electronic information resources as well as in terms of savings on national exchequer has indeed been impressive (4)

### **ERIMS Takes Birth as Special Interest Group (SIG): Management Schools**

In view of the recommendation of the Expert Group that 4.19% of the total expenditure (of Rs. 18.60 crores) be spent on IIMs (a category of their own), IIMs felt that financial allocation to them and their resource requirements needed proper rationalization, failing which their requirements and budget allocations may get affected. Moreover, given the nature of resource requirements of management schools and other technical education institutions, a case of setting up of a Special Interest Group for Management Schools, did merit consideration. (4)

INDEST Consortium, in its special meeting held on April 18, 2003 at IIT Delhi favourably considered the suggestion of the IIM Library Consortium to constitute a Special Interest Group (SIG) to take care of the consortium-based resource requirements of IIMs, Management Schools in IITs, IISc, NITIE, IIITM Gwalior, and other Management Schools/ Departments of INDEST Consortium Members. Accordingly, the National Steering Committee of INDEST constituted the SIG: Management Schools under the chairmanship of Prof. Pritam Singh, the then Director, IIM Lucknow (4).

### **Objectives of the SIG**

The SIG: Management Schools shall explore, in line with the laid down objectives of INDEST Consortium, all possible ways and means of augmenting consortia-based resource requirements, comprising Digital Databases (aggregated full-text as well as others), E-Journals and E-Resources, of the management schools/departments of INDEST Consortium Members. The goal is to:

- (i) achieve enrichment and enhancement of access to the academic resources;
- (ii) ensure optimum utilization of the resources;
- (iii) substantially minimize the expenditure: and
- (iv) enhance the buying power of the participating institutions through such efforts.

### **Information Resources**

With the above objective in mind, the SIG shall recommend, for procurement, the

consortium based resource requirements in the area of management and related disciplines for consideration by the INDEST Consortium.

The information resources in the Management discipline, favorable for consortium subscriptions, form the following categories:

1. Aggregated full-text E-Journal Databases;
2. E-Journals (directly from Publishers);
3. Bibliographic Databases;
4. Company/Industry Databases (corporate information services);
5. Value added information services (Portals etc.)

#### **Information Resources Made Available to Management Schools**

The management information resources already made available by INDEST CONSORTIUM for 2003 are as follows:

1. IEL Online Library (175 journals)
2. ABI / INFORM Complete (2004 journals)
3. ACM Digital Library (30 journals)
4. CRIS INFAC
5. ASIAN CERC / INSIGHT

On a special request, INDEST Consortium has considered the subscription to the following two additional information resources for management schools for the year 2003:

1. Lexis.Nexis (Nexis.Com with Corporate Information)
2. Global Market Information Database (GMID) : Euromonitor

#### **SIG: Management Schools (First Meeting)**

In line with the above scenario, first meeting of the SIG - Management Schools was held at MHRD (GOI) on June 3, 2003.

In view of the nature of the Consortium-based resource requirements of the management schools, the Committee resolved that the SIG: Management Schools will be known as "Electronic Resources for Indian Management Schools - ERIMS".

INDEST, being an open ended initiative, the members in the meeting opined that in order to widen its user base and to ensure optimum reach of the resources, ERIMS should attract members from outside the MHRD family also. The members also felt that ERIMS should conduct a national level workshop to impart extensive training on the use of the products, resources and services provided by the ERIMS and, accordingly, resolved that a three-day workshop for the benefit of ERIMS members will be conducted at IIM Lucknow. The Committee further resolved that all major publishers and vendors of the ERIMS resources be invited to make presentations on their products/services in the workshop.



Additional (to the ones in Table 4) resources identified for management schools (INDEST Members) by the SIG are shown in Table 5 below:

**Table 5**

Sl. No	Name of Database/ E-Journal	Listed price Price	Consortium Expenditure	Anticipated	Remarks
	Already made available to The IIMs by the INDEST				
1	IEL Online Library (175 journals)	48,99,750.00	4,20,000.00	63,00,000.00	Already made available to IIMs
2	ACM Digital Library (30 journals)	Not known	Not known	Not known	Already made available to IIMs
3	INSIGHT/EQUITY RESEARCH STATION	1,50,000 RS	1,00,000 RS	Rs. 15 Lakhs available to IIMs	Already made
4	NEXIS.COM + CORPORATE INFORMATION	44,000 USD		Rs. 57 Lakhs	All 6 IIMs only
5	EMERALD Full-Text Library (MCB UNIVERSITY PRESS)	12,000 BPS	1655 BPS (Approx)	Rs. 17 Lakhs (ERIMS Full-House)	15 Institutes
6	E-Journals Consortium of around 700 Journals (directly from Publishers per participating thru principal agents) a. Blackwell b. Elsevier c. Kluwer d. Taylor & Francis e. John Wiley		Approximately @ Rs.10Lakhs  Institute	Rs.150 Lakhs	15 Institutes (ERIMS Full-House)
7	SCIENCE DIRECT (Elsevier)	Rs.2.50Lakhs (Approx)	Rs. 17 Lakhs (Approx)		All 6 IIMs only

The Committee also resolved that the information resources / services available in the INDEST will always be dynamic in nature, and shall be undergoing continuous review, monitoring and evaluation, and only useful and quality products shall stay back with the INDEST.

All the member institutions would ensure utmost usage of these resources with the active involvement of information providers as well as respective User's Group, in each institute.

These minutes of the SIG - Management Schools were taken up in the meeting of the National Steering Committee (NSC) of the INDEST Consortium, on August 6, 2003 at IIT Delhi. The author made a brief presentation on the background note (prepared for the purpose) and the minutes.

Later in the day, the author also attended the meeting of the National Review Committee (NRC) of the INDEST Consortium in the MHRD (GOI).

### **Outcome of the First Meeting**

Extract of the relevant outcome is outlined as follows:

1. Recommendation of the SIG: Management Schools, to go in for the management resources, for ERIMS Members, as shown in the minutes of the SIG was agreed, in principal, by the NSC.
2. Recommendation of the SIG, to hold a three day workshop at IIM Lucknow was approved by the NSC. First National Workshop on "Electronic Resources for Indian Management Schools (ERIMS)", was accordingly organized at IIM Lucknow, during September 28-30, 2003. Proceedings of the Workshop have since been sent to the Chairman, National Steering Committee (NSC) of the INDEST Consortium as well as to the Convener, National Review Committee (NRC) and the Coordinator of the INDEST Consortium.
3. Recommendation to rename the Special Interest Group (SIG): Management Schools as Electronic Resources for Indian Management Schools (ERIMS), was also approved.

### **NSC Reviews ERIMS' Recommendations**

After the successful conduct of the ERIMS Workshop, and in view of financial constraints, the MHRD (GOI) Director, Dr. Pawan Agarwal, National Coordinator, INDEST, Dr. Jagdish Arora, and ERIMS' Coordinator, Dr. Roshan Lal Raina, asked the librarians of all the six IIMs to firm up their e-resource requirements, for subscription in consortia mode for select Indian Management Schools, in order of priority. Librarians of all the IIMs and the ERIMS Coordinator, discussed the matter in detail, in the meeting held during September 29 - October 1, 2003, at IIML and submitted the minutes (containing the desired prioritized requirements) to the Chairman, NSC, INDEST. The National Steering Committee (NSC) reviewed the priority in its meeting, held on December 8, 2003 and approved subscription to the following management resources for IIMs and IITs (except IIT Guwahati):

After considering the priority assigned by the ERIMS members, the members approved subscription to the following management resources for IIMs and IITs (except IIT Guwahati):

Sl.	Electronic Resources	Curr.	Amount	No. of Institutions	Total Amount in Rupees
1	EBSCO Business Source Premier	US \$	11,500.00	13	74,75,000.00
2	Emerald Full-text	PND.	2,200.00	13	22,30,800.00
3	Science Direct	US \$	27,797.00	6	13,89,850.00
4	Euromonitor (GMID)	US \$	7,100.00	13	39,85,000.00
5	Capitaline	Rs.	1,00,000.00	13	13,00,000.00
6	JCCC	Rs.	4,06,000.00	6	4,06,000.00
	<b>Total Expenditure</b>				<b>1,67,86,650.00</b>

NSC noted that above resources would be subscribed from the unspent balance available with the INDEST Consortium. Considering the fact that the consortium may not have unspent balance in the next year, the committee deferred subscription to the following resources:

1. NEXIS.com Corporate Info
2. Kluwer Online
3. Taylor and Francis
4. John Wiley
5. Blackwell Publishers (it was ascertained that this resource is defined as second priority by the ERIMS)

The committee also noted that there are six other institutions amongst core members of the INDEST Consortium that offer courses in management sciences at the postgraduate level. It was decided that access to management resources to these institutions might be decided after ascertaining their academic and research activities. Prof. R.L. Raina was requested to conduct this exercise. Based on the report to be submitted by Prof. Raina, the National Steering Committee would take a decision on providing access to management resources to the remaining institutions.

In line with the above recommendation of the NSC, a simple questioner was emailed by Prof. Raina to all the following six institutions:

- \* Indian Institute of Information Technology, Allahabad (IIITA)
- \* Indian Institute of Information Technology and Management, Gwalior (IIITG)
- \* Indian Institute of Technology, Guwahati (IITG)
- \* National Institute of Industrial Engineering (NITIE), Mumbai
- \* Indian School of Mines, Dhanbad (ISM)
- \* National Institute of Technology, Tiruchirapalli (NIT)

Despite regular follow-ups through email and telephone, there was no response from IIITA. Responses from other institutions, as and when received by Prof. Raina, were forwarded to the National Coordinator with suitable recommendations, and are consolidated as below:

Sl.	Name of the Institution	Name of E-Resource
1	IIITM, Gwalior	EBSCO Business Source Premier and Capitaline
3	IIT, Guwahati	EBSCO Business Source Premier and Capitaline
4	NITIE, Mumbai	EBSCO Business Source Premier, Capitaline Euromonitor (GMID), Emerald Full-text, Science Direct and JCCC
5	IISM, Dhanbad	EBSCO Business Source Premier and Capitaline
6	NIT, Tiruchirapalli	EBSCO Business Source Premier and Capitaline

Final decision on these recommendations is likely to be taken in the forthcoming meeting of the NSC.

### CONCLUSION :

A small beginning, under a bigger umbrella, has been made in right earnestness. The initiative is bound to achieve its targeted objectives of: (i) ensuring speedy and increased access by increased clientele to increased resources; (ii) cutting down of expenditure on unnecessary duplicate acquisitions; and (iii) considerable savings in terms of foreign exchequer; provided all the stakeholders involved (users, producers, as well facilitators) understand that such initiatives are successful if kept open ended and dynamic in nature (5).

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