



Govt. of Punjab



International Punjabi Chamber
for Service Industry

Think India-Think Punjab Domestic-NRI Connect

International Conference

Institutional Financing & Investment Opportunities
for Infrastructure Development
for **Human Resource Development**
with Educators & Corporate - to draw Strategy :
Education for Employment in Service Industry

with Banks, Financial Institutions, ITES, ISPs, Electronic & Software Companies, Domestic Corporate, NRI/FDI/VCs

Wednesday, the 25th October 2006, Hotel Mountview, Sector 10, Chandigarh



Backgrounder

Researched & Compiled by : ITFT-Chandigarh - Centre of Excellence for Service Industry



Govt. of Punjab



International Punjabi Chamber
for Service Industry



Capt. Amarinder Singh
Hon'ble Chief Minister, Punjab

Think India - Think Punjab
Domestic-NRI Connect

Agenda 2006

Global Competitiveness - Anchoring NRI Investment & FDI in Punjab
Business Networking with Indian Corporate

Date	Event	Venue
14 th -15 th January 2006 (Sat-Sun)	Parvasi Punjabi Divas - 2 nd Annual Convention	Chandigarh, India
4 th March 2006 (Sat)	Infrastructure, Housing & Real Estate Development Summit	Chandigarh, India
22 nd April 2006 (Sat)	International Summit-Creating Media-Entertainment & Film Industry Hub in Punjab	Mumbai, India
1 st -9 th June 2006 (Thus-Fri)	Investment Networking Meet & Business Interface	USA, UK
24 th June 2006 (Sat)	International Summit-Banking, Insurance and Financial Services for Infrastructure and Economic Development - in Punjab	Chandigarh, India
26 th -28 th July 2006 (Wed-Fri)	Think India-Think Punjab Investment Interface organised by Vice President - IPCSI	Singapore
30 th -31 st July 2006 (Sun-Mon)	Think India-Think Punjab Investment Interface organised by Associate Vice President - IPCSI (YNRI)	Sydney, Australia
1 st -2 nd August 2006 (Tue-Wed)	Think India-Think Punjab Investment Interface	Bangkok, Thailand
28 th August 2006 (Mon)	International Summit-Institutional Financing Investment for Infrastructure Development in Aviation, Tourism & Hospitality Northern India	Delhi, India
25 th October 2006 (Wed)	International Conference "Strategies in Human Resource Development for Employment Generation - Service Industry"	Chandigarh, India
18 th -19 th November 2006 (Sat-Sun)	JobsFest for Service Industry (Employment Generation)	Chandigarh, India
12 th January 2007 (Fri)	Financing & Investing Service Industry Projects in Northern Indian Focus: Punjab Mr Karan Singh Thakral takes over as President for year 2007 of IPCSI and regional office opens in Singapore in Asia	Chandigarh, India

Will lead to
Investment-Infrastructure Development-Employment



Concept - Planning & Management by:

IPCSI - International Punjabi Chamber for Service Industry

(Single window to streamline Domestic, NRI Investment, FDI & Knowledge Partnership)

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With Dept. of NRI Affairs, Govt. Of Punjab as an anchoring Department



Capt. Amarinder Singh
Chief Minister, Punjab



Ms. Rajinder Kaur Bhattal
Deputy Chief Minister,
Govt. of Punjab



S. Partap Singh Bajwa
Minister School Education,
Govt. of Punjab



S. Amarjit S Samra
Minister NRI Affairs,
Govt. of Punjab

Released

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MESSAGE



**Union Minister HRD,
Govt. of India**

I am happy to learn that the Govt. of Punjab with IPCSI (International Punjabi Chamber for Service Industry) is organizing an International Conference on Investment Opportunities for Human Resource Development and Education for Employment in Service Industry on 25th October, 2006 at Chandigarh and that a Backgrounder is being brought out to mark the occasion. I hope this Conference will have useful deliberations in a purposeful and fruitful manner.

I send my good wishes to the organizers for the success of the Conference.

A handwritten signature in blue ink, appearing to read 'Arjun Singh'.

(ARJUN SINGH)

MESSAGE



Chief Minister, Punjab

It gives me immense pleasure to know that the Punjab Government in collaboration with International Punjabi Chamber for Service Industry (IPCSI) is organizing an International Conference on developing Human Resource and making our Education System Employment oriented at Chandigarh on 25th October, 2006

I hope that this Conference as a part of the Think India- Think Punjab Agenda, which aims at taking our state on a higher economic trajectory would go a long way in creating tremendous employed potential for unemployed youth in a meaningful manner.

I am sure that this Conference would also provide a healthy platform to the educationists, planners and policy makers, infrastructure investors besides others who are keen to contribute towards the overall socio-economic development of Punjab.

I wish this noble venture all Success.

A handwritten signature in blue ink, appearing to read 'Amarinder Singh'.

CAPT. AMARINDER SINGH

MESSAGE



Deputy Chief Minister Govt. of Punjab

In our desire to move vigorously ahead, nothing is more important than the development of human resources, without which economic development can not be accelerated and may in fact become impossible. The character and strength of a nation is invariably tied up with the quality and attributes of its citizens.

We have, therefore, to pay greater attention to the human resource development and equip our youth with the knowledge and skills for better performance and manage changes, now when globalization, privatization and liberalization are bringing us closer to the world economies.

I am glad that the International Conference on Human Resource Development taking place on 25th October 2006, as part of the Think India-Think Punjab Agenda 2006, would take into account all aspects for building necessary infrastructure for developing quality human resources, which indeed, is the need of the hour. This will also go a long way in helping us solve unemployment situation, especially of educated youth.

I am sure that the deliberations at the conference would help us in working out a pragmatic strategy for youth to help us transit rapidly into a predominantly service economy in next few years.

I convey my good wishes to the Department of Higher Education, Department of NRI affairs and IPCSI for organizing this conference which is timely and hope that there would be greater inflow of NRI and domestic resources for building our HR infrastructure.

A handwritten signature in blue ink, appearing to read 'Rajinder Kaur Bhattal'.

RAJINDER KAUR BHATTAL

MESSAGE



Minister School Education Govt. of Punjab

There is no denying the fact that Punjab, which has again been ranked as No. 1 state in the country for its overall performance by India Today, for the year 2006. To provide good and quality education to the students, its education infrastructure needs to be adequately equipped further.

Time has come to understand that education should be job-oriented, geared towards finding employment opportunities and encouraging students towards self employment. Our education system has to promote a job creating economic growth.

Even our Diaspora has major expectations from the Education Deptt., as it is regarded as the key to human development, both materially and spiritually. In fact, education has the most crucial role to play in forging ties between our countrymen belonging to various religions.

I am happy to note that the international conference being held on 25th October, 2006 at Chandigarh would take into account the entire gamut of issues concerning our present education system to give a further face-lift to meet the needs of the growing economy of our country.

I extend my sincere wishes to the organizers of this event and wish them all the success.

A handwritten signature in blue ink, appearing to read 'Partap Singh Bajwa'.

PARTAP SINGH BAJWA

MESSAGE



Minister NRI Affairs Govt. of Punjab

Ever since, we had organized Parvasi Punjabi Divas in the second week of January, this year, we have been organizing various programmes as incorporated in the Think India Think Punjab Agenda 2006 for strategically channelising the domestic and external resources for the overall growth of the state's economy.

As a result of these programmes, there has been a greater inflow of resources in the state and awareness for our plans and policies with entrepreneurs from across the globe investing in Punjab including in projects related to Service Industry. Agenda 2006 has also helped us further in promoting Punjab as the most friendly investment destination.

The focus of the international conference on human resource development, being organized by the state government with IPCSI is on improving and upgrading existing educational infrastructure as well as on developing new networks which meet the futuristic needs of our state.

I compliment the organizers for having planned this very timely and fruitful conference and also extend a very warm welcome to the honoured guests who shall be participating in the event.


AMARJIT S SAMRA

Human Capital and Higher Education

Human Capital

The concept called Human Capital has come to be used with increasing frequency in corporate circles over the last few years. However, merely using this currently fashionable word will not result in people working more and being more committed to their organizations. Let me try to look at the concept and some of the critical implications of its usage in the context of organizations and also of the country at large.

Human capital has been attracting the attention of economists for a long time, even from the time of the well-known economist-philosopher, Adam Smith. It came into sharper focus after Gary Becker wrote a book called *Human Capital* in 1964. It entered the lexicon of management in the early 1990s following the award of the Nobel Prize in Economics to Gary Becker in 1992, largely on the basis of his work on human capital.

While economists considered issues such as how trends in school attendance impacted the stock of human capital of a country, returns to education across countries, inter-generational mobility and transfers of wealth across generations, trade offs in the quality and quantity of children and economic development; practitioners and researchers of management focused on the basic concept that people (all employees including managers) working in an organization should be treated neither as factors of production nor as costs or assets but they are, and should be, treated as *investors in a business, paying in human capital (instead of financial capital) and expecting a return on their investment*, somewhat like what is also called “sweat equity”.

Employees own their human capital (often operationalised in the form of knowledge, skills, experience, network of contacts, etc.) and firms seek to protect themselves from the transfer of their human capital investment to other firms. Human capital is embodied in the individuals who are employed in firms or own and run business firms. Unlike a mutual fund or index fund where one invests in a large assortment of companies, thereby limiting the investment in any one entity and distributing the risk, when we work for company X, we are investing all of ourselves in that one organization to the exclusion of others and concentrating all of the risk. It is therefore necessary to treat the owners of human capital appropriately so that they contribute to the organization’s prosperity. Workers will produce the greatest value for those companies who will generate the greatest value for the workers.

One model of human capital proposes it to be consisting of four major components.

Ability: proficiency in a set of activities or forms of work, which includes sub components of knowledge, skills and talent,

Behaviour: observable ways of acting that contribute to the accomplishment of specific tasks,

Effort: conscious application of mental and physical resources toward a particular end, and

Chronology: such as hours per day, years in a career or any unit of time in between.

The combination of these four elements produces performance.

The decision to invest human capital is based on (a) commitment to the organization, and (b) engagement in the job.

Commitment can take three possible forms:

Attitudinal commitment, when the workers identify with, is involved in, and enjoys membership in the organization,

Calculative commitment, when workers remain with an organization because they cannot afford to leave, and

Loyalty-based commitment, when employees feel tied to their organizational out of a sense of obligation.

Attitudinal commitment tends to lead to the greatest likelihood of working hard. Calculative commitment without attitudinal commitment means that the worker is physically on the job but does not invest his human capital fully. Workers with high job engagement identify strongly with their work, care a lot about *what* they do, and are absent from work less frequently. However, they may not care about *where* they perform their work, a situation which seems especially pertinent to information technology employment.

Generating commitment and engagement

In attempts to generate commitment and engagement, the central idea is reciprocity. Organizations provide a return on the investment of human capital that consists of all the rewards required to elicit incremental investment from the worker or to prevent incremental decline.

Four sets of factors are most likely to encourage workers to invest discretionary human capital.

- (i) Intrinsic job fulfillment: this includes the challenge of the work and the degree to which it interests the workers, and allows and requires use of valued abilities.
- (ii) Opportunities for growth, learning, and advancement.

- (iii) Recognition for accomplishments by peers and superiors.
- (iv) Financial rewards, especially based on the employee's performance and productivity.

Factors most likely to encourage discretionary investments by the workers are:

compensation based on organizational performance,
comprehensive benefit package,

working in teams and collaborating with peers, and
having trust in senior management.

The factor most likely to discourage discretionary investment is the lack of recognition or appreciation.

Investorship includes active ideas such as building human capital, contributing it to organizations, and controlling its investment. People possess innate abilities, behaviours, personal energy, and time. These elements make up human capital, the *currency* that people bring to invest in their jobs. A worker who acts like a human capital investor will place her/his investable capital where it can earn the highest return for him/her.

In a knowledge intensive workplace, which is becoming more and more common these days, people believe that learning new skills will help them in finding and keeping a satisfying job, a job that pays a high return on their human capital investment.

Learning itself can be considered to be a return on the human capital that a worker puts into the job.

The chord binding organization and people derives not from ownership, paternalism, blind loyalty, but the ability and willingness of each to provide benefits to the other. This relationship assumes mutual benefit and that neither is elevated at the expense of the other.

Investorship emphasizes the primacy of personal resources, chiefly, mental powers that workers bring to their jobs and their organizations.

There is a growing importance of work whose value comes from what people know instead of what they produce with their physical powers.

Changes in the substance of managerial job give further evidence of how human capital requirements continue to evolve. One, a broad spectrum of workers has taken on what used to be considered managerial task. Two, people with managerial titles do not necessarily, or solely, oversee other people's work.

Education builds human capital the way fertilizer grows plants. More education means more capital to invest and potentially greater returns on investment.

Technological evolution will continue to support human capital creation and flow in three ways:

1. Technology feeds on human capital creation, increasing the demand for people who have the knowledge, skill and talent to create the hard and soft components of information systems.
2. Technology based information networks enhance the market place for human capital exchange. The rise of Internet sites that reduce the time and cost required to change job, attests to this fact.
3. Technology spurs the speed of knowledge creation and the transfer of knowledge, further fueling the growth of human capital and making it harder for companies to restrain it.

Looked at in another way, human capital can be thought of as being of two types: generic and specific. *Generic* human capital consists of all the qualities and capacity required for being a good citizen. *Specific* human capital consists of the qualities, capacity, skills, etc. required to function effectively in and contribute to a given organization or industry. The responsibility of developing human capital is shared by the individual, by the organization and/or industry, the family, and by the government and society. Generic human capital can be developed through the educational system, through societal values and norms, and is strongly influenced by the basic upbringing in the family. Specific human capital, on the other hand, has to be developed by organizations and industries. From another perspective, generic human capital is developed through the primary, secondary, and general higher education system, whereas specific human capital for business and industry is developed through the specialized education system including professional and vocational education. Experience in a given industry or activity is a major source for developing specific human capital.

What can organisations do?

Instead of worrying about calculating the worth of human assets, companies should concern themselves with defining what human capital owners get out of their association with the organisation. They should focus not only on the value of the individual to the organization, but equally on the value of the organization to the individual. This is the true value that deserves attention from managers who hope to create a lasting human capital.

In assessing value, the intangible assets of an organization are likely to be worth considerably more than the measured and measurable tangible assets. It can be logically argued that human capital is the ultimate driver of the value growth. The key conditions

for such growth are likely to be:

- individual capability
- individual motivation
- leadership
- organizational climate and culture
- work-group effectiveness.

A combination of these five goes well beyond the “economic value added”.

The longer the time horizon, the more important the intangible assets (or human capital) are likely to be because challenges and problems for the longer term are unpredictable and therefore capability to deal effectively with the unpredictable becomes the key, and that is what only humans can do.

Intellectual capital consists of:

- a. Customer (external-structural) capital: For example, customer contacts, relationships, loyalty, satisfaction; market share; image, reputation, brands.
- b. Organisational (internal-structural) capital: For example, systems, methodologies, patents, know how, databases, knowledge, culture.
- c. Human capital: For example, individual competence and experience, judgment, wisdom, team competence; leadership and motivation.

The unique contribution of human capital comprises from command of information and previous experience, the ability to integrate and use judgment, to be innovative and intuitive, and to develop human relationships.

People can be static, doing what they did yesterday, with the same level of competence. They can add value to the business, day by day, even though it may, on the average, be the same value. Or people can be incrementally different each day as they learn, innovate and contribute more, progressively increasing their ability to increase added value and to contribute at a higher and/or different level in the future.

Implementation

As in everything else, it is the *implementation* of concepts arising out of human capital that distinguishes excellent organizations from average organizations. One of the key factors in developing human capital is *organizational climate*, which is the way an organization works *internally*. It is usually considered to consist of:

How are people and teams valued?

By their mistakes or by their achievements.

When mistakes are made, is it seen as a matter of interest or learning, or something to hide or seek a scapegoat for?

Merely calling the people working in an organization “human capital” is not likely to change things. What will have a practical effect on the ground is how we *really* think about people who “work for us” and what we *actually* do about them. In this context we have to look at what roles do we, as managers, play in organizations.

Each of us is part of all the human capital of the organization we work for or we own and run. The question we need to ask ourselves is, “Am I functioning as an *investor* of human capital in the organization that I work for or am I functioning as a *speculator*?” If I am ready to quit and take up a more challenging (and/or better paying) assignment or if I am willing to sell my company or my practice as a researcher or a consultant, to anyone who offers me an attractive price, then obviously I am not an investor but a speculator. In this case, for me to expect people working in my department or organization to function as investors of human capital is unrealistic. It is akin to saying “charity begins at home.”

The role that people play as “individuals” also carries into the roles we play in our organizational roles. The question here is “Do we encourage investor-like behaviour or do we encourage speculator-like behaviour?” Here again, our actions speak louder than our words.

Another important question in this role is, “What are we doing to augment and improve the stock of human capital of the society and the country?”

And yet another question is: As an element of the stock of human capital of the country, am I behaving as an investor or speculator? In plain words, am I doing things only to improve my own lot, or my children’s or family’s, however extended, of the organisation that I work for, industry that I work in, etc. The key question here is, “Am I contributing to society only through my professional contribution or am I also doing my bit for some, so-called larger social good or cause?” I believe this is yet another useful -- not necessarily better or worse -- measure of the efficacy of human capital.

Higher Education

Higher education, also called tertiary education in some parts of the world, refers generally to college and university education. It is often considered to be a specific form of education, in contrast to “general” education. While agreeing with this view of education, it is often considered to be primarily aimed at making people competent to function successfully and effectively in certain professions. That is why it is often confused with, what is called “professional” education. Engineering, medicine, management, etc. are considered to be typical examples of “professional” education.

If we want to take a somewhat broader view of higher education, it is necessary to take a closer look at what is meant by the word “education”. *The Random House Dictionary of the English Language* (1976) describes education as “the act or process of imparting or

acquiring general knowledge and developing the powers of reasoning and judgment.” The term “to be educated” means “having undergone education, characterized by or displaying qualities of culture and learning.” In distinguishing between education and training, *education* is described as “the development of special and general abilities of the mind (*learning to know*)”, whereas *training* is described as “practical education (*learning to do*) or practice, usually under supervision, in some art, trade, or profession.” Going by the above descriptions, it is not too wrong to assert that a lot of what passes off as higher (or professional) education today is actually training.

With reference to the concepts of human capital discussed above, such “higher” education seems to focus entirely on developing *specific* human capital without paying much attention to *generic* human capital. This is what prompted me to raise the question “Higher education for what?” in one of my recent writings. When we ask this question to people who are undergoing the so-called “higher” education, the most common response, in most parts of the world, is “to get a good job.”

The answer one would ideally hope for, and one which hardly ever comes forth, is “for the sake of learning.” The attempt at the so-called “higher” education and in most parts of the world, thus, focuses on making people better engineers, accountants, doctors, managers, historians, economists, and so on. The almost complete de-linking of higher education from what can be considered *basic* education, is risky for every society, as it is extremely difficult, if not impossible, to be a good citizen without being a good human being. Higher education, therefore, also needs to focus on inculcating good human values among the students in addition to preparing them for jobs.

Fellow and Associates’ Programmes

What relevance does all this have for practicing managers embarking upon the doctoral programme in human resource development? Ladies and gentlemen, I am inclined to believe that your primary job as researchers and professionals in the field of human resource development, will be to develop good human beings or, to put it more modestly, assist and help people in organizations to develop themselves into not only effectively contributing members of their organizations but also good corporate citizens and, therefore, good human beings. Those of you who do not go into line jobs in the industry and decide to get into the academia or become researchers, will have to look for newer and more innovative ways in which organizations and their managers can do this important jobs of assisting or helping their employees to become better human beings. This is not an easy task by any means. Based on my experience in the academia and before that in the industry, I can tell you with reasonable confidence that it can often be rather frustrating. But therein also lies the real challenge of the job and the profession, as human resource development continues to be an area about which people invariably talk more and do very little. Everyone, at least, in casual discussions, seems to understand, realize, and even accept the need of paying substantially more attention to human resources but very few, hardly any, organizations and people are willing to put their money where their mouth is.

One of the reasons for this lack of real acceptance of the need for actually doing something about human resources is the inadequacy of rigorous research in this area. Of course, when one is dealing with human beings as the objects of research, it is very difficult to lay down rigid parameters of rigorous research. I can do no better than to quote the sociologist James Thompson (who, according to me, is one of the most important contributors to what is called Organization Theory) in describing the complexity of dealing with human beings:

“The human actor is a multidimensional phenomenon subject to the influences of a great many variables. The range of differences in aptitude is great, and the learned behavior patterns (considering mankind as a whole) is quite diverse. Neither we nor organizations have the data or the calculus to understand organization members in their full complexity, and the requirements of complicated technologies in complicated task environments cannot be met if the full range of human variations comes into play within the organization.”

And I do believe that the full range of human variation does come into play in today’s organizations.

James Thompson wrote that in 1967. Obviously, we have come a long way in developing the “data (and) calculus to understand (human beings as) organization members in their full complexity” but I am also inclined to believe that we still have a long way to go. In applied areas such as human resource development, research often ends up playing catch-up with practice. In addition, there is the fundamental fact of the evolution of human beings. Understanding of human beings which is expected to result from research, thus, often has an asymptotic relationship with reality—the understanding of human nature approaches reality closer and closer but actually never really gets there. This phenomenon itself creates exciting opportunities for research which, I am sure—or at least hope—some of you will capitalize on or exploit.

Another issue deserves mention in the context of research. And that pertains to the rigour of research. As the spectrum of research moves from basic, fundamental, theoretical research through experimentation (whether laboratory-based or field experiments) to application, there is a view (and pretty widely held too) that the same standards of rigour do not, or need not, apply to applied research. I, personally, have serious reservations about this view. While I fully agree that the exact techniques, methodologies, and standards of the so-called hard or physical sciences and basic, theoretical research may not be, or actually are not, appropriate for applied research and in the so-called social sciences or humanities (sometime also called the *soft sciences*), this is *not* an acceptable reason for accepting what, for want of a better word, must be called a lowering of standards of rigour for applied research in the social sciences. It is for us, the social scientists who choose to do applied research, to develop methodologies and techniques that are appropriate to the specific characteristics of our fields of study but which also meet the highest standards of rigour of the scientific method. That is THE ONLY way we can ever aspire to reach the same, or higher, level of credibility that the so-called hard

sciences enjoy in the society at large.

Conclusion

In conclusion, let me say that all that I have said so far, I hope, has been logical and rational. BUT, managing human beings effectively or creating conditions in which human beings can contribute their best willingly and happily--empowering people--often remains an act of faith. Faith not necessarily or entirely in humanity or any other people, but faith, and confidence, in one self and in whatever one is trying to achieve. This was stated very ef

fectively in another context by the founder of my Institute, Dr. Vikram Sarabhai. To quote him in original,

“The creation of an educational institution is often an act of faith, and the expression of that faith is a philosophy that guides the actions of those who build such institutions.”

I believe building human capital of the organisation that we work in, and of the country at large, and thus developing human resources, also require faith and confidence in ourselves and in what we are trying to do. And it is this faith that we, the participants in the profession of human resource development that are present here today, have to display if we have to build and augment the stock of human capital of India, and develop the human resources of the country.

I might also add that the world is finally waking up the strength of India—which is the second largest population of all countries of the world. What used to our greatest weakness, suddenly seems to have become a competitive advantage—thanks to the Information Technology industry and software development. You, who are starting the Fellow and the Associates’ Programmes in HRD today, are embarking on an exciting journey, and I consider it a privilege to be able to wish you all the best in this venture.

Thank you.



International Punjabi Chamber for Service Industry

IPCSI represents a cross section of NRI professionals, experts, entrepreneurs, visionaries, businessmen, scholars, educationists, writers, authors, besides trade commercial, educational and cultural organizations in countries where they are settled and the domestic corporate to serve as conduit between them for promoting the Service Industry and the overall cross-cultural relations.

As the services have grown in importance over the past few years all over the world and in most economies employment has been shifting from agriculture industry to the services providing sectors, IPCSI has made its main aim to promote the service sector in the northern region particularly in Punjab which has immense potential for the same on account of well developed infrastructure, skilled human resource and the conducive environment which now prevails. To achieve this aim, IPCSI had organized International Convention of NRIs and Indian Corporate with focus on "Business Opportunities in the Service Industry" on 14th-15th Jan 2006 (Parvasi Punjabi Divas) and international summit on infrastructure, Housing & Real Estate Development on 4th March 2006, in collaboration with the Department of NRI Affairs, Govt of Punjab.

Objectives

- To serve as Asia's first centre for research and consultancy for Service Industry promotion.
- To work for establishing a Deemed University of Service Industry.
- To work as NRI Club for bringing NRIs, domestic corporate and others on a common platform for sharing their views, expertise and resources.
- To act as Facilitation Centre for NRIs with 24 x7 service.
- To link Non-Resident Indians, particularly of Punjabi origin with their motherland culturally & emotionally.
- To harness the rich financial, scientific, technical and entrepreneurial resources of the NRIs for developing Service Industry related projects and infrastructure in Northern India for employment generation, having a multiplier effect on the economy.
- To carry out research on NRI contribution for India's economic and social development & to their adopted countries.
- To help the Indian Corporate set up Service Industry related projects overseas and develop collaborations / partnerships / alliances with their counterparts in other countries.
- To assist/encourage joint research in Service Industry segments by scholars, academicians, HR practitioners and others in India and overseas.
- To provide consultancy and also prepare Project/Feasibility Reports for setting up Service Industry related ventures in Northern India.
- To organise annual Conventions / Conferences / Conclaves of Non-Resident Indians and Domestic Corporate for promoting mutual business & social interests.
- To promote NRI visits to Northern India and help offer customized packages especially for religious and pilgrimage sites.
- To honour NRIs for their outstanding contribution to the Service Industry.
- To compile & maintain a DataBank of NRIs, especially of Punjabi origin for possible use by domestic Corporate, educationists and others for possible collaborations/partnerships with their counterparts abroad.
- To facilitate NRIs during their visits to their motherland.
- To organize student exchange programmes between children of NRIs and Indian students forging stronger

IPCSI Vision & Strategy -Year 2007

To channelise Investment-Infrastructure Development-Employment Generation
(Focus - Service Industry)

Date	Event	Venue
12 th January 2007	4th Parvasi Punjabi Divas	Chandigarh, India
April 2007	Human Capital Development for Tourism, Aviation & Hospitality	Singapore
May 2007	Infrastructure, Housing & Real Estate Development Summit	Singapore
June 2007	Institutional Investments & Financing of Infrastructure In India	NYC, USA & London, UK
October 2007	Cinematic Tourism Summit	Kuala Lumpur, Malaysia
December 2007	Infrastructure, Housing & Real Estate Development Summit	New Delhi, India

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International Punjabi Chamber for Service Industry

(Single window to channelise Domestic-NRI Investment, FDI & Knowledge Partnership)

NRI International Secretariat

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with Department of NRI Affairs, Govt. of Punjab as anchoring Department



Event Planned & Organised by :

ITFT-Group, Chandigarh

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