



Indian Institute of Management Lucknow



NEWSLETTER

Vol. XVIII Nos. 7-10

April & May 2010

*"Tell me and I forget. Teach me and I remember. Involve me
And I learn."*

- Benjamin Franklin

In this Issue:



RESEARCH PUBLICATIONS**JOURNAL PUBLICATIONS**

Ramakrishnan, K. 2010. "The competitive response of small, independent Retailers to organized retail: Study in an emerging economy", *Journal of Retailing and Consumer Services*, 17(4), 251-58. (Published by Elsevier-Science Direct).retailers to organized retail: Study in an emerging economy", *Journal of Retailing and Consumer Services*, 17(4), 251-58.(Published by Elsevier-Science Direct).

ABSTRACT

This study aims to decipher the competitive response of small, independent retailers in an emerging economy - India - to the onset of competition from large, organized retailers. The competitive behaviour is comprehended in terms of patterns of retail functional and business strategies, in further classifying the retailers into strategic groups, and finally by assessing the performance of these clusters. The study is based on a primary field survey of 605 grocery shops in two cities in India. The findings of the research point towards the presence of distinct strategies, strategic groups, and the positive impact on small retail performance of adopting distinct retail functional and business strategies.

Shukla, A., and Srinivasan, R., Shahid S (2010). Strategic thinking and its impact on performance: An upper echelons perspective paper presented in at the SMS Special Conference at Levi, Finland, 17-20, March 2010

Strategic thinking and its impact on performance: An upper echelons perspective**ABSTRACT**

We elucidate the relationship between strategic thinking (distinct from strategic planning) and firm performance, grounded on the upper echelons perspective. The upper echelons theory argues that strategizing is best studied not only at the individual level but at the level of top management teams (Hambrick & Mason, 1984). We explore the effects of two cognitive process – cognitive diversity and team facilitation, in the relationship between strategic thinking and performance. We tested our hypotheses from data collected from Indian executives and students, using structured instruments and a short business simulation exercise. We found a negative relationship between strategic thinking competence and long

term firm performance, positive relationship between strategic thinking and short term firm performance. Team processes in decision making also has a significant impact on strategic thinking and firm performance; whereas we found no support for cognitive diversity as an independent construct affecting firm performance, whereas cognitive diversity negatively impacted strategic thinking.

Research Paper

Pindoriya N. M., Singh S. N., and Singh S. K. (2010), "Forecasting the Day-Ahead Spinning Reserve Requirement in Competitive Electricity Market", *International Journal of Emerging Electric Power Systems*, Vol. 11, Issue 1: 1-24.

ABSTRACT

An accurate and efficient Short-Term Load Forecasting (STLF) plays a vital role for economic operational planning of both regulated and restructured power systems. This paper presents the STLF models by introducing wavelet transforms, in different ways, with feed-forward Neural Networks (NNs). First, a wavelet-based NN is modeled, where the forecasting has been accomplished in three-stages and the wavelet technique is employed to decompose/reconstruct the original signals and non-linearity of the decomposed signals. Second, an Adaptive Wavelet Neural Network (AWNN) is modeled, which is a new class of NN with continuous wavelet function as the hidden layer node's activation function. Unlike the first model, AWNN does not externally decompose/reconstruct the original signals and, therefore, this model deals with the problem related to loss of high frequency information that might occur in the wavelet-based NN model. AWNN continuously updates the wavelet parameters (translation and dilation) and layer weights through a back-propagation training algorithm as in classical NNs. The performances of these two models are compared with Multi-Layer Perceptron NN (MLPNN) with the application of day-ahead and hour-ahead load forecasting in the California electricity market. The results are also compared with California Independent System Operator (CAISO)'s forecasted system loads. It is found that due to faster and accurate training capability, AWNN outperforms the MLPNN, wavelet-based NN and CAISO load forecasts.

Payal Mehra, 'Impact of task types and CMC technology on exchange quality in team settings- an empirical investigation' published in Vikalpa. Volume 35 • no 1 • January - March 2010

ABSTRACT

Abstract Effective communication is critical to most organizational processes. The quality of communication affects work outcomes to a large extent. Decision making, analytical and judgmental tasks are satisfactorily performed when there is a

considerable level of interaction among members. Globally, Computer Mediated Communication (CMC) has emerged as a powerful and a more satisfying medium to facilitate organizational communication even as it raises concerns relating to its efficacy as compared to the more 'natural' face to face communication. This research analyses the impact of asynchronous computer mediated communication on the quality of organizational communication using empirical evaluation. The research reveals that satisfaction with the CMC on information gathering, exchange and decision making tasks improve with media familiarity and its frequent use. The research concludes that managers on the whole prefer the more natural media of face to face communication for tasks that require some form of social interaction (such as brainstorming) and the CMC mode for routine tasks (information exchange). The findings suggest that respondents that prefer the CMC mode for facilitating decision making tasks express dissatisfaction with the medium.

Payal Mehra, "Making Face to Face Meetings More Productive-Perception of Managers" published in the Indian Journal of Training and Development (Apr-Jun 2009 Issue)

ABSTRACT

Internal Communication has too often been shortchanged in organizations. However, the realization that good communication can save both cost and time is now being acutely felt than ever before. Globalization with its emphasis on clarity and speed of communication has made it imperative that managers accord due respect to internal 'routine' processes as meetings. No longer deemed commonplace, face to face meetings serve as forums to bridge differences and cement relationships. Time bound and result driven meetings require a change in mindset of managers especially those leading the teams. The purpose of the study is to examine meetings as communicative events, evaluate key attributes of productive meetings and suggest ways to make these more useful to the organizations. Additionally a preliminary investigation is conducted to determine perceptions of middle level managers about the meetings held in their organizations. This is with respect to the various factors such as timeliness, facilitation by the team leader, agenda setting and review. The study also investigates the reasons for the feeling of meeting inertia among participants and the steps managers can take to make meetings more meaningful to the participants. The study concludes that the problem is not too many meetings but in meetings that are poorly managed in terms of time as well as money

CONFERENCE

Payal Mehra, 'A socio-technical perspective on computer mediated communication: comparison of government and non government sectors in India' presented in the International Conference on Information Systems, Technology and Management (ICISTM), Bangkok, Thailand, March 11-13, 2010. Conference was organised by KMUT, Bangkok, MDI Gurgaon and University of Florida; Proceedings published by Springer -Verlag

ABSTRACT

The Information System discipline, studies the way individuals, groups and organizations use information. Although these methodologies have traditionally focused on the design of hardware, software and data aspects of the IS, newer (the so called 'soft') approaches, involve more consideration of human factors issues. These socio-technical methodologies incorporate a higher level of participation by system users and focus on identification of user needs and task satisfaction. This study examines how socio-technical factors (e.g. organizational climate and IT related issues) affect information sharing through their effects on perceived relative satisfaction with the new media (Email, Instant Messaging and Video Conferencing) in the government and non-government sectors of an emerging economy. The findings reveal a digital divide between the non government and the government sector. Though technology has been continuously upgraded in most government organizations, the same cannot be said about communication. The study also reports wide gaps between the use, adoption and application of technology and what people desire socially. The study recommends structuring of the new media to harness data and information from participants

EVENTS DURING THE MONTH

**National Conference on
Managing Agri-Food Supply Chain**
April 9-11, 2010



The Conference on Managing Agri-Food Supply Chain was organized by IIML at its Lucknow campus during 9-11 April 2010. The conference was inaugurated by Hon'ble Shri Subodh Kant Sahay, Union Minister for Food Processing Industries, Govt. of India. In total 12 concurrent sessions (four concurrent sessions at three venues each) were organized in which 60 selected and reviewed papers were finally presented. These sessions were chaired by experts from IIMA, IIMB, IIML, other known academic and research institutes.



IIML LEADERSHIP TALK SERIES -2010

Mr. Sudip Mandal, director at Keane, addressed MBA students of International Programme for Executives(IPMX) at Indian Institute of Management Lucknow's Noida campus. Mr. Mandal addressed students as part of Leadership Talk Series organized by Industry Interaction Committee of IPMX batch at IIML.

Leadership Talk Series, which was organized by Industry Interaction Committee of IIML, is an initiative to bring in leaders from corporate world so that students can benefit from their industry experiences and thus add more value to the educational experience. Mr. Mandal was keen to share his insights on the IT industry and supported it with the data from the likes of Forrester and Gartner.

Labour Day celebration @ IIML Noida Campus

The students of International Programme in Management for Executives (IPMX), at the Noida campus of IIM Lucknow, got together to celebrate Labour Day differently this year. On a day which most of us understand to be just another holiday, the students organized a small event for the workforce deployed at the Noida campus. The event included fun games for the mostly young construction-labourers, security and waiting-staff, some music, traditional sweets and lots of chocolates. The exact moment of commencement of the event was blessed by the weather gods, as a brief shower allowed some respite from the sweltering heat. At the end of the event, feedback from the staff was very positive, as they left for their homes to share chocolates and sweets with their families.

OTHER ASSIGNMENTS

Prof. S.B. Dash is appointed as Editorial Review Board member of International Journal of Online Marketing (IJOM) for two years (from 1/4/2010 to 1/4/2012). This journal is an Official Publication of the Information Resources Management

NEW JOINING

Mr. Ashutosh Kumar Sinha has joined the Institute as Assistant Professor (on contract) w.e.f. May 3, 2010 (afternoon) in the Strategic Management Area.

Mr. Sinha has submitted his FPM Thesis to IIM Bangalore. He obtained his B.Tech from Indian School of Mines, Dhanbad. He has professional experience of more than 12.5 years at Eastern Coal Fields Ltd. and Tata Steel, before joining the Institute.

He has one book chapter, one international conference presentation to his credit.

His area of interest in teaching are Mergers & Acquisitions, Strategy and Technology, Competition & Business.

IIML NATIONAL LEADERSHIP AWARDS

In a very special ceremony which celebrated the centennial year of Late Shri Lakshmipat Singhanian as well as the Silver Jubilee of IIM Lucknow, 6th 'Lakshmipat Singhanian National Leadership Awards'- 2009, were conferred at Vigyan Bhavan, New Delhi on Monday, April 12. The awards were presented by Mr. Pranab Mukherjee, Union Finance Minister.

Speaking on the occasion, Dr. Devi Singh, Director, IIM Lucknow reasserted the superiority of IIM-Lucknow mentioning the celebration of the "Silver Jubilee" this year. Dr. Singh also spoke about the award being instrumental in building a global repute for India.



MANAGEMENT DEVELOPEMENT PROGRAMMES

DURING APRIL & MAY

NAME OF THE PROGRAMME	PROGRAMME DIRECTORS(s)	DURATION	VENUE
Conference on Managing Agri-Food Supply Chain	Prof. Kriti Bardhan Gupta & Prof. Jabir Ali	April 9-11, 2010	Lucknow
GMP for BPCL Executives	Prof. M Akbar & Prof. Himanshu Rai	April 19-30, 2010	Lucknow
Management and Strategic Control of Projects for NIC Officers	Prof. A Mukhopadhyay & Prof. Pradeep Kumar	April 26-30, 2010	Lucknow
Coaching and Mentoring for High Performance for RBI Executives	Prof. Pankaj Kumar	May 3-7, 2010	Lucknow
AMP for Sr. IES Officers	Prof. Bharat Bhasker & Prof. Abhishek Nirjar	May 3 - June 11, 2010	Lucknow, China, South Korea and Australia
Leadership Development for Education Managers of Bihar Govt.	Prof. Shailendra Singh & Prof. R L Raina	May 10-14, 2010	Lucknow
Leadership Development for Education Managers of Bihar Govt.	Prof. Shailendra Singh & Prof. R L Raina	May 17-21, 2010	Lucknow
Leadership Development for Education Managers of Bihar Govt.	Prof. Shailendra Singh & Prof. R L Raina	May 24-28, 2010	Lucknow
Leadership Development for Education Managers of Bihar Govt.	Prof. Shailendra Singh & Prof. R L Raina	May 31 - June 4, 2010	Lucknow

FORTHCOMING MDPs

NAME OF THE PROGRAMME	PROGRAMME DIRECTORS(s)	DURATION	VENUE
MDP for IFS Officers	Prof. Sushil Kumar (CFAM) & Prof. Ajay K Garg	June 7-12, 2010	Lucknow
GMP for Powergrid Corporation of India Ltd.	Prof. Archana Shukla	June 14-20, 2010	Lucknow
Agribusiness Management for faculty members teaching Agribusiness Courses (sponsored by NAIP-ICAR)	Prof. Sanjeev Kapoor & Prof. Kriti Bardhan Gupta	June 14-July 2, 2010	Lucknow

FROM THE PRESS

NEWS

THE NEW INDIAN EXPRESS (NIE)

PUBLICATION : THE NEW INDIAN EXPRESS (NIE)
EDITION : BANGALORE
DATE : 24TH MAY 2010, PAGE NO. : 17

Talk on IT outsourcing sector at IIM-L

As part of the leadership talk series at IIM-Lucknow, Noida campus, Sudip Mandal, director at Keane, addressed the students of one-year International Programme for Executives (IPMX). The talk series was organised by the industry interaction committee of the IPMX batch. It is an initiative to bring in leaders from corporate sector to share their industry experience for the benefit of students.

Mandal, an IIM-Calcutta alumnus, shared his experience in the IT services sector and also spoke about emerging trends in IT outsourcing. While maintaining that cost is an important factor for Indian outsourcing companies, he stressed that it was no longer a differentiator and IT outsourcing companies need to offer a strong value to the customer in this highly competitive sector. He highlighted the need to focus on domestic IT sector, as IT spending in India is growing at a fast rate. The presentation was an opportunity for students to further their understanding on the key priorities for global companies looking to outsource their operations and what do they look for in an outsourcing vendor ■

PUBLICATION – MAIL TODAY

PUBLICATION : **MAIL TODAY**

EDITION : **NEW DELHI**

DATE : **20 APR 2010**

PAGE NO. : 3

Corporate chieftains define good managers

Academics alone doesn't assure you a jobs. You must learn to be a leader with a futuristic vision.

By Sangeeth Sebastian

THE Indian economy may have emerged relatively unscathed from the global financial meltdown that rocked much of the industrialised world in the last two years, but leading corporate honchos in the country have started scouting for candidates with "courage" and "conviction" when it comes to recruiting fresh talent in post-recession phase.

The idea is to identify youngsters with certain personal attributes that will help the company to weather the bad times, said Devi Singh, director, Indian Institute of Management (IIM), Lucknow.

He was speaking on the sidelines of the Lakshmi Pat Singhania IIM-Lucknow National Leadership Awards to honour innovators and leaders who have achieved global recognition through outstanding contribution and exemplary achievements



Union finance minister (left) Pranab Mukherjee hands over a national leadership award to Brij Mohan Lall Munjal of the Hero Group. Also seen in the picture are Hari Shankar Singhania, president, JK Organisation, and Devi Singh, director, IIM Lucknow.

THE TIMES OF INDIA (TOI)

PUBLICATION : THE TIMES OF INDIA (TOI)

EDITION : NEW DELHI

DATE : 31ST MAY 2010, PAGE NO. : 17

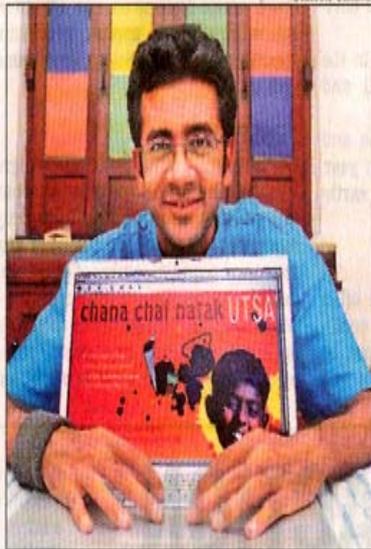
A creative enterprise

NITIN DAS, ALUMNUS OF IIM-LUCKNOW, TELLS ABHISHEK GHOSH AN MBA DEGREE HAS HELPED HIM IN HIS CAREER AS A FILM-MAKER

One would think that a film-maker making socially relevant movies would consider his management experience irrelevant in his current calling. But Nitin Das, an Indian Institute of Management (IIM) graduate, vehemently differs. "It is after all a creative enterprise. You have to manage funds, organise operations, deal with a tight schedule and make the venture cost effective. Around 90% of film-making is managing and without my MBA degree I don't think I could have convinced my financiers. It's like setting up a business and making it financially viable."

Das' latest film *Jadui Pankh* (Magic Feather) is a fiction film about the slum children of Mumbai. While *Slumdog Millionaire* focussed on the dark underbelly of the Mumbai slums, Das' film sheds light on the hope and the optimism that lives in the slums. The film is a part of the Munich, Leeds and Toronto film festivals and will be shown at the India International Centre on June 8 and Epicentre in Gurgaon on June 15. "For *Jadui Pankh* I had received funding from Nokia, Deutsche Bank and HDFC, and without my corporate experience I doubt if my dream of making movies would have ever taken wings," he says.

Das is an IIM-Lucknow alumnus who has worked in the marketing department of SET Max, Radio Khaitan and India Today. "However, I have been involved in street plays and theatre from my engineering days in Pune where we used to tackle issues like environment and



An MBA graduate and a film-maker, Nitin Das feels film-making is like setting up a business

cleanliness," he says. "I moved on to making films on the celluloid but my theme of making socially relevant films has been my constant companion. I realise that films as a medium has a terrific impact on society as it reaches a larger audience. After all, our traditional forms of story-telling like the *Jataka Tales* and *Panchtantra* have socially relevant messages woven into them."

What made him opt for film-making? "It was

during my stint in the corporate world. Every weekend a bunch of friends would meet and make short films, which was 20 seconds long. I remember we made a short internet film called *Delirium*, which was about the rat race that people in Delhi get sucked into and can never get out of. And soon I realised that this is what I really liked doing. So I quit my job in 2005 and went for a six-month course to New York at the Digital Film Academy."

After coming back from New York, Das started his own production house called filmkaar production. "The six-month course at New York helped me polish my skills as a film-maker. So on returning I started my own production house and made my first feature film called *Formula 69* with students at IIT-Delhi. It is a tale involving George Bush, Osama Bin Laden and how the students at IIT-Delhi find a formula, which they call Formula 69."

Das says that though his films are all flights of fantasy, there is a strong social message in them. "My intention is to make entertaining films which also deal with issues that surround us." So when he went to Kutumb he was surprised to see the kind of talent that children from underprivileged sections of society had. "*Jadui Pankh*, is made by children from seven NGOs. I would like to call it an extraordinary film by ordinary people. I want to highlight that despite the gloom that surrounds our slums, there is so much hope, friendship and happiness in them."

PUBLICATION – EXPRESS COMPUTER (EC)

PUBLICATION : EXPRESS COMPUTER (EC)
EDITION : MUMBAI
DATE : 17TH MAY 2010, PAGE NO. :

Technologies at the forefront

The technologies enabling education to go online are e-learning software, Web 2.0, mobile phones and television as the present generation is comfortable with using hi-tech devices.

For example, Minglebox has launched e-CAT Prep, an online platform for CAT preparation. The platform assists students from over 250 cities, offering high quality content, tests and study material.

Web 2.0 trends and technologies for e-Learning are critical. Companies that provide Learning Management Systems (LMS), authoring tools and simulation tools are providing the enabling technologies used by trainers to provide Web 2.0 services to end users. LMSs, authoring tools, and simulation tools are to trainers what a database is to Google: the behind-the-scenes engine to provide their services.

The technologies are opening ways for courses, seminars, discussion forums and other approaches to learning to be delivered online with innovative ways to interact with instructors and other students. Various tools are used in the e-learning environment including personal digital assistants (PDAs), MP3 Players, CD-RO, Web 2.0 tools, discussion and bulletin boards, collaborative software, computer aided testing and assessment, educational animation, simulation, and games, LMS and podcasts.



Bharat Bhasker

PROFESSOR OF INFORMATION TECHNOLOGY AND SYSTEMS AT IIM LUCKNOW

The phenomenal growth witnessed by Indian Industry in the last decade, relatively unfazed by the global slowdown, has resulted in Indian industry facing myriad challenges the most critical one being the low level of frontline management expertise, particularly at the operational level. Most of these workers are typically self engrossed, young and eager to grow in their careers. Avenues for them to acquire professional skills and managerial competence are limited in India as such initiatives are confined to intra organizational, corporate learning drives

to launch new programs as and when the need arises.

Bhaskar said, "In the near

future, we are planning to offer a six month program called Advanced Program in Sales and Marketing to meet the demand of sales and marketing professionals who are able to appreciate the linkage between marketing and sales and understand marketing research and consumer insights in the Indian context, evaluate and manage conflicts in distribution channels and are deft in recruiting, managing and leading sales teams."

Aptech, another major player in the online education space in India shares a similar opinion.

Ninad Karpe, Managing Director and CEO, Aptech Limited, said, "More institutes are beginning to realize the importance of online education—using online testing both for pre-selection as well as for final assessment. The methodology is an attractive option since one caters to students from far off areas without the mandatory visits to colleges etc. There is huge demand for courses from the premier colleges who are usually limited by their on-campus restricted enrollment. Most premier institutes have started online education and are testing the waters to provide the same internationally." ■

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PUBLICATION : AMAR UJALA (AU)
EDITION : NEW DELHI
DATE : 1ST APRIL 2010, PAGE NO. : 8

आईआईएम की सूची में रोहतक बना नौवां संस्थान

आईआईएम लखनऊ और नोएडा पर इसकी जिम्मेदारी

● अमित त्यागी

नोएडा। भारतीय प्रबंधन संस्थानों की सूची में आईआईएम रोहतक नौवें संस्थान के रूप में शामिल हो गया है। 2010-11 के शैक्षणिक सत्र के लिए आईआईएम रोहतक में दाखिले शुरू हो गए हैं। नए संस्थान के स्थापत्य की जिम्मेदारी आईआईएम लखनऊ और नोएडा कैम्पस संभाल रहे हैं। लखनऊ द्वारा पहले सत्र के एडमिशन फॉर्म जारी कर दिए गए हैं। कैट 2009 में शामिल होने वाले छात्रों को 20 अप्रैल तक आवेदन करना होगा। इसके लिए दाखिले के मानक घोषित कर दिए गए हैं।

दरअसल 29 अगस्त 2009 को मानव संसाधन विकास मंत्रालय ने 2010 के सत्र से चार नए संस्थानों के शुरुआत की घोषणा की थी। सात भारतीय संस्थानों की सूची में रांची आठवें और अब रोहतक नौवें कैम्पस के रूप में शामिल हो गया है। आईआईएम रोहतक के पीजीडीएम प्रोग्राम को इस साल महर्षि दयानंद यूनिवर्सिटी में चलाया जाएगा। आईआईएम रोहतक का अपना कैम्पस 170 एकड़ में बनाया जा रहा है। प्रथम चरण में पीजीडीएम की 140 सीट होंगी। आईआईएम लखनऊ व नोएडा कैम्पस के निदेशक डॉ. देवी सिंह के मुताबिक दोनों संस्थानों के मेंटर आईआईएम रोहतक के स्थापत्य के लिए फेकल्टी, इन्फ्रास्ट्रक्चर, पाठ्यक्रम समेत तमाम सुविधाओं की जिम्मेदारी संभाल रहे हैं।

उनके मुताबिक नए पीजीडीएम प्रोग्राम

दाखिले

पहले सत्र के लिए 20 अप्रैल तक करना होगा आवेदन

संस्थान में दाखिले के लिए मानक घोषित कर दिए गए हैं

की सालाना फीस तीन लाख रुपये निर्धारित की गई है। कैट 2009 में शामिल होने वाले सामान्य श्रेणी के छात्रों के लिए 95 प्रतिशत, ओबीसी के लिए 85 प्रतिशत, एससी के लिए 70 और एसटी के लिए 60 प्रतिशत व उससे ऊपर की कटऑफ एडमिशन मानकों में शामिल की गई है। आईआईएम रोहतक अमेरिका के नामी बिजनेस स्कूल से गठजोड़ करने जा रहा है।

आईआईएम लखनऊ नहीं बढ़ाएगा फीस

भारतीय प्रबंधन संस्थान लखनऊ 2010-11 सत्र से फीस नहीं बढ़ाएगा। इससे पहले अहमदाबाद और बंगलूरू संस्थानों द्वारा फीस बढ़ाने की घोषणा कर दी गई है। अहमदाबाद की फीस पिछले पांच सालों में तीन लाख रुपये सालाना से बढ़कर इस साल सवा सात लाख रुपये सालाना पर पहुंच गई है। सभी आईआईएम ने पिछले साल भी फीस वृद्धि की थी।



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IIML NEWSLETTER

