



Indian Institute of Management Lucknow



NEWSLETTER

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The mediocre teacher tells. The good teacher explains. The superior teacher demonstrates. The great teacher inspires."

- William Arthur Ward

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RESEARCH PUBLICATIONS**JOURNAL PUBLICATIONS**

Singh S. K., "Road Traffic Crashes: The Scourge of UP's Cities", *Economic and Political Weekly*, Vol. 44 No. 48 (November 28 - December 4, 2009): 22-24.

ABSTRACT

Road traffic injuries and deaths are a hidden epidemic in the cities of Uttar Pradesh. With one exception they have among the highest road accident fatalities in India. Despite this, road safety is yet to be a political priority in UP. The time has come for the state as well as local governments to curtail traffic accidents through road safety education and enforcement and also to mediate the outcome of accidents by designing safe roads with affordable and cost-effective measures.

CONFERENCE/SEMINAR PUBLICATIONS

Chaudhuri, Atanu and K.N. Singh, "Vulnerability Analysis and Risk Assessment Of Supply Chains During New Product Development: An Integrated Approach using AHP And FMEA", Paper presented and published in the proceedings of PDMA India IV International Conference held during Dec. 17-20, 2009 at IIT, Madras.

ABSTRACT

Managing supply chain of products has become increasingly complex due to outsourcing of manufacturing to different tiers of suppliers across the world. Minimizing supply chain related risks during new product development becomes even more critical as glitches in the supply chain during product development can lead to delays in the product launch with severe financial implications. The literature on supplier involvement during product development has dealt with creating appropriate mechanisms to improve buyer-supplier co-ordination but, to our knowledge, the work on establishing linkage between the co-ordination mechanisms and the risks involved has been very limited. In this paper, we outline a process for supply chain risk assessment during new product development and illustrate our methodology using a case study from aerospace industry. We use *analytic hierarchy process* (AHP) to compare different subsystems and suppliers in terms of their risks and create a *supplier failure and mode effect analysis* (S-FMEA) model to prioritize and identify control mechanisms to mitigate the supply related failures during new product development.

Ganguly, B. and S.B. Dash, "The Effects of Website design on Online Trust in Global Context: The Moderating role of Product Type", Paper presented at the 'International Conference on Information Technology', held during December 21-24, 2009 at Bhubaneswar, India.

ABSTRACT

Lack of trust in online transactions has been cited, by past scholars, as the main reason for the abhorrence of online shopping. This paper proposes a model and provides empirical evidence on the impact of the website design factors on trust in online transactions across customers of different product types. In the first phase, a causal model is developed in which the relative importance attached to the different website design factors on trust in online shopping are

identified. In the next phase, we propose a model that focuses on various product types that moderate the relationship between the website design factors and trust. Our empirical model has resulted in several meaningful conclusions. In the context of online shopping we have demonstrated the moderating effect of product type in the relationship between the website design factors and trust. The model offers insights in the relative importance of website design factors contributing to trust in online shopping across customers of different products.

Ganguly, B., S.B. Dash, Dianne Cyr and Milena Head, "The Effects of Website design on Purchase Intention in Online Shopping: The Mediating role of Trust and the Moderating role of Culture", Paper presented at the ' 1st International Conference on Information Systems & Software Engineering', held at Meenakshi Sundararajan Engineering College, Chennai, India during December 28-30, 2009. This paper was recommended by judges for publication in the forthcoming special issue of International Journal of Electronic Business.

ABSTRACT

Lack of trust in online transactions has been cited by past scholars as the main reason for the abhorrence of online shopping. This paper proposes a model and provides empirical evidence on the impact of the website design factors on purchase intention in online transactions across customers of different cultural values. In the first phase, a causal model was developed in which the relative importance attached to the different website design factors for online shopping are identified. In the next phase we focused on the customers' cultural values—that moderate the relationship between the website design factors and trust and also that between trust and purchase intention. Our empirical model has resulted in several meaningful conclusions. We have tested the mediating role of trust in online transactions to provide empirical evidence that the trust in the online store represents the generic mechanism through which the focal independent variables are able to positively influence online purchase intention and reduce the perceived risk of online transactions. We have demonstrated the moderating effect of culture in online shopping and thereby offered insights to the relative importance of website design factors contributing to trust in online shopping across customers of varying cultural values.

Ganguly, B. and S.B. Dash, "Vendor Characteristics, Subjective Norms and Online Trust: The Moderating Role of Customer Characteristics", Paper presented at the "Third Great Lakes-NASMEI Marketing Conference", held at Great Lakes Institute of Management, Manamai during December 18-19, 2009.

ABSTRACT

The purpose of this study is to examine the moderator effect of customer characteristics i.e. demographics and psychographics on the relationship between vendor characteristics, subjective norms and online trust. A total of 304 students from various B-schools in India participated in the study. Path analysis has been used to study the causal relations between vendor characteristics, subjective norms and trust. Vendor characteristics included the variables vendor repute and communication with vendor. Subjective norms consisted of interpersonal norms and external or social norms. Moderator regression analysis has been used in the study for testing the moderator effects of customers' personal variables i.e. demographics and psychographics. Our results have shown the vendor repute, communication and internal norm positively affect online trust. External norm did not affect online trust. Self confidence positively moderated the relationship between communication and trust and also between vendor repute and trust. There was no moderator effect of enjoyment on the relation between communication and trust. Age negatively moderated the relation between vendor repute and trust. There was no moderator effect of gender on the relation between communication and trust and between internal norm and trust. If online stores are to build trust among various customers they need to concentrate on communication and reputation. Further, interpersonal norms also generate

trust. Our results also indicated that the customers who are high on self confidence shop from reputed vendors and require more efficient communication from the online stores. Similarly customers from lower age groups gave more importance to vendor repute to generate trust.

Hamid, Faiz and Y.K. Agarwal, "Polyhedral Approach to Solving Two-Facility Network Design Problem". Paper presented at the '8th Triennial Conference of Association of Asian Pacific Operational Research Societies (APORS)' organized by Operational Research Society of India (ORSI) in cooperation with International Federation of Operational Research Societies (IFORS), held at Jaipur during December 6 - 9, 2009.

ABSTRACT

This paper studies the problem of designing a multi-commodity network using facilities of two different capacities. This kind of network design problem (NDP) arises primarily in the design of high capacity telecommunication networks. In this problem, the point-to-point communication demands are met by installing a mix of facilities of both capacities on the arcs so that the overall cost is minimized. We consider 3-partition of the NDP graph which results in a smaller 3-node NDP. According to a theorem proposed in the literature, a facet inequality of the k -node problem resulting from a k -partition translates into a facet of the original problem for single facility NDP. We extend this theorem to the two-facility NDP. We enumerate all the extreme points of the 3-node NDP and using polarity theory obtain the family of facets of this sub-problem. The theorem is utilized thereafter to show that the 3-partition based inequalities generate the families of facets for the original NDP.

Mishra, Shashi Shekhar and K.B. Saji, "Technology Substitution in High Tech Product Marketing: An Exploratory Study on Indian Telecom Industry". Paper presented and published in the refereed proceedings of the 'Fourth PDMA-India Annual International Conference (NPDC-2009)', organized by Product Development and Management Association (PDMA) at IIT Madras during December 17-19, 2009.

ABSTRACT

Technology substitution is defined as the process whereby an existing technology gets replaced by another offering the same end-user benefits. It has been observed from the extant literature that with rare exceptions by Curwen (1999) and Sherif (2001), there is serious lack of empirical research on technology substitution, especially in the much demanding field of high-technology product marketing. This is the research gap that has influenced the researchers to explore the domain of technology substitution with a specific reference to the rapidly growing telecom industry segment of India. The case study method was employed in the exploratory phase of the research by resorting to three carefully chosen cases specific to the telecom industry segment of India. The paper successfully reports the antecedents that drive the technology substitution process in the Indian telecom industry. It is expected that the outcome of the present study will provide a solid foundation for our empirical research on technology substitution.

Mishra, S.S. and P.C. Purwar, "Does Product Involvement really moderates Perceived Fit and Brand Extension Evaluation relationship: An Experimental Study in Indian Context". Paper presented at the 'Third Great Lakes-NASMEI Marketing Conference', held at Great Lakes Institute of Management, Manamai during 18-19 December 2009. The same was also published in the proceedings of the conference.

ABSTRACT

The research on brand extension has focused around relationship between perceived product (extension) fit and consumer's attitude toward brand extension evaluation and variables viz. product involvement, need for cognition that influences this relationship. These studies have been performed in either US or European context and no validation to these studies is available in Indian context. This paper fills the existing gap through an experimental study that validates the results of previous studies in Indian context. Findings of the study reveal the important differences in Indian consumer's attitude towards brand extension evaluation.

Panda, Hrushikesh, Jongsoo Park and Duk-Am Kong, "Industrialization through FDI, Displacement and Development: A Study of Posco-India Project", Paper presented in the 'Conference on Trade and Industry in Asia Pacific: History, Trends and Prospects', held at Australian National University, Canberra during November 19 and 20, 2009.

ABSTRACT

Development projects often entail displacement of people. In India there have been large protests against industrial projects involving both domestic and foreign capital. POSCO of South Korea plans to invest in a steel plant in Orissa, the second poorest state in India. There had been strong protests against the project. POSCO has been unable to acquire land so far. We argue that considering the opportunity cost of resources the project proposes to use and the tax revenue earnings and employment generation from the project, it is pertinent that the project comes up. However, the compensation to the potential displaced persons is plausibly inadequate and both POSCO and government must try and see that the livelihood of people is not adversely affected.

Panda, Hrushikesh, "Institutional Changes and Social Science Education and Research in India", Paper presented at the 'IASSI Conference on Social Science Research and Education: Trends and Issues' held at Giri Institute of Development Studies, Lucknow, India during November 6 and 7, 2009.

ABSTRACT

The paper discusses the institutional changes required for education and research in social sciences India. Broad conclusions are that, given the level of per capita income and the present extent of spread of higher education in India, it does not call for undue worry with regard to its magnitude as is the case with school education. However, there are various problems in respect of quality of higher education especially in pure and social sciences in India. In order to overcome these problems there is a need to bring about institutional changes. In stead of spreading money and efforts too thinly, one can consolidate the universities and colleges by funding them more adequately. To integrate undergraduate and graduate education, there is a need for developing unitary universities. Yash Pal committee recommendations with respect to higher education in general and Vaidyanathan committee recommendations with respect to social sciences need to be given serious thoughts. There would be a need to give more emphasis on research in social sciences having a right mix of self-initiated and sponsored research.

Raina, Roshan Lal, "Communication, Capacity Building and Convergence: Keys for successful Implementation of NREGS", Paper presented in the 'NREGS State Level Workshop on 'Convergence with NREGS', organized by State NREGA Cell, in Lucknow on November 10, 2009.

ABSTRACT

The Ministry of Rural Development is responsible for the flagship programmes of the Government. Substantial public investments are being made for strengthening of the rural economy and the livelihood base of the poor, especially the marginalized groups like SC/STs and women. To effectively address the issue of poverty alleviation, there is need to optimize efforts through inter-sectoral approaches. The paper advocates for 'convergence' of inter-sectoral programmes with NREGA to enable better planning and effective investments in rural areas. Illustrating the argument, the paper also justifies 'convergence' bringing synergy between different government programmes and /or schemes in terms of their planning processes and implementation.

Sharma, Mohita G. and Kashi N Singh, "Option Valuation through Spares", Paper presented at the '13th Annual Conference of SOM' held during Dec. 20-23, 2009 at IIT Madras. The paper received the best Doctoral student's Paper Award in the conference.

ABSTRACT

The issue of spare parts management in capital intensive industries is addressed. Two important characteristics of spare parts, consequentiality and volatility, are identified and possibility of real option theory is explored. Through the use of real option theory, it is attempted to devise a tool for decision makers to judiciously determine the value created. Based on this, they can frame appropriate strategies for spare parts management

Singh, S. K., "Analyzing the Link between Productivity, Prices, and Profitability", Paper presented in '3rd International Conference on Global Interdependence and Decision Sciences' held in the Administrative Staff College of India, Hyderabad during December 28-30, 2009. The paper also got published in the conference proceedings edited by M. Chandrasekhar and N. Bagchi (Macmillan Publishers, New Delhi, 2009, pp. 185-195).

ABSTRACT

The general concept of productivity stems from the amount of output that can be produced from a given amount of input. Productivity growth, therefore, can arise from an increase in the output that can be produced for a given level of input, or a decrease in input necessary to produce a given amount of output. In this sense productivity growth is desirable since it increases the efficiency of production; society can obtain more goods given available scarce resources. However, it is easy to show that productivity growth and strong financial performance do not necessarily go together. There are highly productive firms that are financially weak and there are inefficient producers that may make substantial profit. Nevertheless, there is a direct link between productivity, prices, and profitability. This paper examines the same using a case study of the Brihan Mumbai Electric Supply & Transport Undertaking (BEST).

Sonia, "Pseudo-Paradox in Minimum Cost Network Flow Problems", Paper presented at the International Conference, "APORS -2009", held at Jaipur, India during Dec 6 - 9, 2009.

ABSTRACT

In this paper an attempt to introduce the concept of pseudo-paradox in Minimum Cost Network Flow Problems is made. The conditions that govern the existence of pseudo-paradox are identified and illustrated with the help of numerical examples.

Srivastava, Samir K. "Improving the Warehouse Management in the Indian Scenario", Paper presented and abstract published in the proceedings of the '13th Annual International Conference of the Society of Operations Management' held at Indian Institute of Technology Madras during December 20-22, 2009.

ABSTRACT

The challenge of a growing economy is an exciting time for warehousing in the Indian context. It is gaining the focus and attention of many firms and supply chains. Many firms are into warehousing capacity expansion; 3PL have come up in the present decade and are expanding rapidly; and even logistics parks are coming up. Simultaneously, many firms are looking towards overhauling their warehouse operations. Firms need to look at their SCM integration – warehouses in particular – as an area where greater efficiencies can be had. There seem to be a great potential for ways to improve warehouse management. All this motivated our present exploratory overview of warehouse management in the Indian context to suggest important managerial recommendations. This involved literature review, secondary data searches, interactions with supply chain and warehouse personnel of a few reputed Indian firms and physical visits to a few warehouses. Our study finds the ground scenario in India significantly different from the developed nations.

Srivastava, Samir K., "Towards Improving the Factory Warehouse Systemic Efficiency", Paper presented and abstract published in the proceedings of the '13th Annual International Conference of the Society of Operations Management' held at Indian Institute of Technology Madras, during December 20-22, 2009.

ABSTRACT

Indian firms need to look at their SCM integration – warehousing in particular – as an area where greater efficiencies can be had. Managers need to make sure that warehousing link in their supply chains acts as a competitive advantage for their firm. As there has been a steep rise in construction and leasing costs, many firms are looking towards improving their factory warehouse efficiency. They want to make smarter use of existing space to avoid costly expansions. All this motivated our present exploratory study of factory warehouses in the Indian context to suggest important managerial recommendations for improving their systemic efficiency. This involved literature review, secondary data searches, interactions with supply chain and factory warehouse personnel of a few reputed Indian firms and physical visits to a few factory warehouses. Our study finds the ground scenario in India significantly different from the one reported in literature for developed nations. The factory warehouses in India are still predominantly manually operated storage sites. Many of these are a reflection of systemic inefficiency. In this paper, we primarily focus on spaces required in a warehouse and thereafter suggest ways to improve warehouse systemic efficiency.

BOOK CHAPTERS

Chaudhuri, Atanu and K.N. Singh, "Two Period Product Choice Models for Commercial Vehicles", In: N.R.S. Raghavan and J. A. Cafeo (Eds.), 'Product Research: The Art and Science Behind Successful Product Launches', Springer, XII, 305 p., ISBN: 978-90-481-2859-4.

ABSTRACT

Choosing products to launch from a set of platform based variants and determining their prices are some of the critical decisions involved in any new product development (NPD) process. Commercial vehicles are products, whose sales are closely tied with the economic conditions. The manufacturers have to choose the variants of the commercial vehicles to launch and sequence the product launches in such a way that profitability is maximized. We develop a two period model to choose the platform based variants, their prices and launch sequences with the

two periods, spanning two economic conditions, for example boom and recession. Our model helps in determining realistic prices of products in different economic conditions.

CASES

Bhasker, Bharat and Vani Venkat, "Regional Passport Office Lucknow: Managing Change through IT Deployment and Motivation", IIML Case Series 2009/10-03.

ABSTRACT

In 2006, the Regional Passport Office in Lucknow was ranked the worst passport office in the country in a survey conducted by the National Institute of Smart Governance (NISG), Hyderabad, as part of the Passport Sewa Project. When Mr. Zahur Zaidi, a 1994 batch IPS officer joined as Regional Passport Officer in 2006, he was shocked to see the dingy surroundings and dilapidated state of affairs- operating from the building at Navchetna Kendra, abysmally slow speed of processes in issuing passports and endless queues of helpless people.

Earlier, the server would be overloaded and crashed almost every week or so. Mr. Zaidi and his team decided to acquire new servers. Today, RPO Lucknow boasts of three back-to-back servers, with total capacity of data storage devices being up to 2500 GB.

Through this case study, the authors would like to bring to light- how automation and IT-enabled process flow can speed up work processes and in tandem with proper planning and motivation, bring about turnaround of a Government department, characterized by extremely time consuming processes, loads of files and a highly demotivated and technically untrained staff.

WORKING PAPERS

Pati, S P and Pankaj Kumar , "Empower to Engage: Tracing the origin of Employee Engagement." IIML Working Paper Series. WPS 2009-10/14.

ABSTRACT

In the prevailing competitive environment, engaged employees are viewed as a strategic asset by both academicians and practicing managers alike. However, both of them have failed to reap the benefits of engagement due to lack of sufficient theoretical understanding on the concept. The existing works on engagement have only limited themselves to deduction of various dimensionalities that comprise engagement. Nonetheless they have failed to provide the basis for the origin of these dimensions in particular, or rather the origin of engagement in general. This article makes an attempt to fill this gap. Through theoretical arguments followed by empirical validation we establish that engagement is expressed synergetic empowerment pertaining to a role. The paper ends with useful managerial implications for it opens a door of understanding towards 'creation' of engaged employees.

EDITORIAL ASSIGNMENTS

Prof. Saji K.B. Nair joined the Editorial Review Board of the journal, *Direct Marketing: An International Journal* (DMIJ), in October 2009. DMIJ is from Emerald Publishing (ISSN: 1750-5933).

OTHER ASSIGNMENTS

Prof. Sonia chaired a contributed session named "Combinatorial Optimization" at the International Conference 'APORS-2009' held at Jaipur during December 6-9, 2009.

Mr. M.U. Raja, Deputy Librarian, was invited by UGC-Academic Staff College, BHU Varanasi, as a resource person for their 52nd Orientation Programme and delivered two lectures on "Search Tools and Techniques" on November 13, 2009 to the participants.

Mr. M.U. Raja was invited as Chief Guest to distribute the Certificate to the participants of 10 Days Course on "Archaeology and Art Appreciation" conducted by State Museum, Lucknow, on December 12, 2009.



EVENTS DURING THE MONTH



National Seminar on Land Use Planning for Agricultural Development and Establishment of Agro-Economic Zones: *Strategies for India with special reference to Uttar Pradesh*

December 11-12, 2009

Sponsored by
The State Land Use Board,
Department of Planning, Government of Uttar Pradesh



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A two day seminar on the aforementioned theme was held at IIM Lucknow during December 11-12, 2009. The major objective of the seminar was to deliberate upon issues related to proper management of land resources for sustainable agricultural development. Some of the specific objectives of the seminar were:

- To review the policies to support the best possible use of the land and the sustainable management of land resources.
- To arrive at the mechanism to improve and strengthen planning, management and evaluation systems for land and land resources.
- To analyse the changes in land use pattern and its linkage with agricultural growth and diversification.
- To explore the possible ways to ensure the active involvement and participation of all the important stakeholder, particularly communities and people at the local level, in decisions on land use and management.
- To review the dynamics of land acquisition, sales and lease markets in changing social and economic structure.
- To explore the use of innovative technologies in planning and management of land resources.



Papers were presented on the following broad themes:

- **Land Resource Management: Policies, Trends, Issues and Opportunities**
- **Land Use Planning and Agricultural Development**
- **Land Classification, Computerization of Land Records and Mapping**
- **Dynamics of Land Market, Land Acquisition and Rehabilitation**
- **Management of Common Lands**
- **Technological Innovation in Land Management**
- **Strategic Issues for Sustainable Land and Agricultural Management**

- Any other issue relevant to the main theme of the seminar



IIM Lucknow's Noida campus organizes the First Annual CEO Conclave

The theme "building Strategies for Rural India" brings together leaders like DCM's Haryali Bazaar, Aravind Eye Care System, Mahindra Rural Housing, ITC's Technico Agri Sciences, Reliance Retail and MART.

IIM Lucknow's Noida Campus organised the first CEO Conclave on the theme "Building strategy for rural India" at the India Habitat Centre on 11th of December 2009. The CEO conclave was an initiative of the students of International Program in Management for Executives (IPMX) and drew a tremendous response from the industry, academicians and students from various institutes.

The conclave was inaugurated by Dr. Devi Singh, Director IIM Lucknow and Mr. Rajesh Gupta, President DCM Haryali Bazaar. Speaking at the occasion, Dr. Singh said that "The next 10 years will see the rural sector driving the growth in the economy. Given the importance of the sector, the students of IPMX worked very hard at bringing to one platform the leaders in the rural businesses to learn what their strategies were and how they succeeded". Dr. Singh focused on the growing importance of the rural sector and said that the businesses can capitalize on this growth by infusing more resources in this sector.





The speakers at the conclave included the success stories in the rural sector like DCM's Haryali Bazaar, Aravind Eye Care System, Mahindra Rural Housing, ITC's Technico Agri Sciences, Reliance Retail, Learning Facilitators and MART. The CEOs of these organisations shared their experiences of working with the rural markets, their innovative marketing and sales strategies and their "engagement tactics" with the rural customer. The resilience of the Indian

Rural markets, which has given India a growth of 6% even in the worst phase of global economic crisis, can not be underplayed. The CEO conclave looked at the nuances of doing business in the rural sector.

Annual Human Resource Summit 2009: by IIM Lucknow Noida Campus Current & Future State of HR: Decisions & Directions

As part of extended celebrations of 25th anniversary, IIM Lucknow Noida Campus organized the first Annual Human Resource Summit 2009, on the 21st of November 2009. The theme of the HR Summit was: Current & Future State of HR: Decisions & Directions. The event was inaugurated by the director of IIM Lucknow Dr Devi Singh.

The HR summit deliberated on developing effective strategies that are key to the success of all organizations. Students from the IPMX program at IIM Lucknow along with many industry professionals attended the summit. The Opening Plenary session was on 'Role of HR in Corporate Governance'. The panelists focused on leadership, code of ethics, Governance and Corporate Governance, which are matters of discussion every week, every month, at every platform and in every country.



Dr. Devi Singh, Director, IIM Lucknow, Prof. Punam Sahgal, Dean, IIM Lucknow Noida Campus and Prof. Ajay Singh, HRM, IIM Lucknow attended the HR Summit. In the opening plenary, other eminent panelists included Mr. Saugata Mitra, CPO & Group Head HR, Mother Dairy Fruit & Vegetable Private Limited (who was also the Chairperson of the Panel Discussion), Mr. Raveen Bhatnagar, National HR Head, Tata Teleservices, Mr. Shantanu Dhar, Asst. Executive Director – HR, Dalmiya Cements and Mr. Tim Huiting, VP HR, Convergys.

The closing session on “Is HR Outsourcing a Source of Competitive Advantage?” had panelists like Mr. Manmohan Kalsi, VP, HR Vodafone, Mr. Manmohan Bhutani, VP - People & Operations Global Services, Fiserv, Mr. Asim Talukdar, Sr. VP HR, NIIT, Mr. Deepak Puggal, Country Head - APAC BDL & India Business Leader, Hewitt Associates and Dr. Devi Singh, Director, IIM Lucknow.

Panelists talked about how HR outsourcing is becoming a source of competitive advantage and how companies have reduced their cost of HR processes and increased efficiency. High value stuff where human interface is becoming critical – focus in-house for such HR services. E.g. Performance Management, Career development was also deliberated upon.

The event was concluded with a vote of thanks from Prof. Punam Sahgal, Dean of IIM Lucknow’s Noida Campus. She thanked the entire panel of speakers for sharing their industry experience and giving Valuable insights on the issue of HR outsourcing.



MANAGEMENT DEVELOPEMENT PROGRAMMES

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Corporate Communication and Media Relations	December 2-4, 2009	Prof. R L Raina
Managerial Decision Making under Uncertain Environment	December 7-9, 2009	Prof. B K Mohanty
FDP on Managing Change and Transformation	December 7-12, 2009	Prof. Krishna Kumar & Prof. Amita Mital
Land use planning, policy and management for agricultural development: Strategy for improved resource use in India with special reference to U.P.	December 11-12, 2009	Prof. Jabir Ali
Strategic Leadership for Principals of CBSE Schools	December 14-18, 2009	Prof. R K Srivastava & Prof. Payal Mehra
Infrastructure Development and Institutional Financing for J&K Govt. Officers	December 14-18, 2009	Prof. Manoj Anand
MDP for LPG Distributors of BPCL	December 15-17, 2009	Prof. Devashish Dasgupta
Effective Proposal and Report Writing Skills	December 16-18, 2009	Prof. R L Raina
Corporate Social Responsibility for Sustained Business Performance	December 16-18, 2009	Prof. Sushil Kumar & Prof. Abhishek Nirjar
Effective Contract Management and Arbitration	December 18-20, 2009	Prof. D S Sengar & Prof. R L Raina
Leadership and Strategic Management for Quality Improvement in Education for SCERT Executives	December 26-30, m2009	Prof. Sushil Kumar (CFAM)
Induction level training programme for IES Probationers	December 29, 2009 - January 8, 2010	Prof. Sangeeta D Misra & Prof. D Tripathi Rao

FORTHCOMING MDPs

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
General Management Programme for NTPC Executives (NRHQ)	January 4 - 15, 2010	Prof. Manoj Anand & Prof. Abhishek Nirjar
MDP for JK Organization (BLP)	January 4-14, 2010 & Outbound on Jan. 15-16, 2010	Prof. Archana Shukla
AMP for IES Executives	January 4 - February 12, 2010	Prof. Sushil Kumar (CFAM) & Prof. Hrushikesh Panda
Marketing Orientation Programme for LPG Distributors of BPCL	January 11-13, 2010	Prof. Devashish Dasgupta
Strategic Leadership for Principals of CBSE Schools	January 11-15, 2010	Prof. R K Srivastava & Prof. Payal Mehra
Leadership for Innovation in Agriculture	January 18-22, 2010	Prof. Sushil Kumar (CFAM)
Managerial Effectiveness	January 18-22, 2010	Prof. Archana Shukla
MDP for RES Executives	January 18-22, 2010	Prof. Shailendra Singh & Prof. Samir K Srivastava
MDP for JK Organization (ELP)	January 25 - 30, 2010 & outbound on Jan. 31, 2010	Prof. Archana Shukla

 THE FINANCIAL EXPRESS

India SME Conclave at IIM Lucknow

IIM-Lucknow, in association with the Indian Industries Association, recently organised the India SME Conclave at the campus. Eminent academics and bankers participated in the meeting. The conclave deliberated on two aspects concerning SMEs—free trade agreements and low-cost financing. Participants appreciated the creation of such a platform to have an informed debate on issues faced by the sector.

 the pioneer

IIM-L to hold SME conclave

Pioneer News Service | Lucknow

'Abhyan', the entrepreneurship cell of IIM-Lucknow will organise an India SME conclave' on the premier management institute campus on December 21, in association with the Indian Industries Association (IIA) and Ministry of Micro, Small and Medium Enterprises (MSME).

The theme of this year's conclave will be 'Low cost financing options and the impact of Free Trade Agreements on the SME sector in India' with special emphasis on Indo-ASEAN FTA.

The conclave will bring together policy makers, industry experts, academicians and delegates from SMEs in an attempt to find solutions to some of the problems hampering the growth of Indian SMEs sector.

The chief guest of the event will be Pravir Kumar,

joint secretary, MSME. The conclave is supported by State Bank of India. SBI's chief general manager BV Chaubel will lay emphasis on the bank's financing for SMEs.

The conclave will witness participation by Prof KG Sahadevan and Prof A Vinay Kumar of IIM-Lucknow, Prof Biswajit Nag of IIFT (Delhi), S Gunasekaran from SIDBI, Paul Joseph from MCX-SX, Shailesh Vikram Singh from ZCapital and VC advisor Ajay Kapoor.

"The conclave aims at devising ways to empower Indian SMEs by giving them access to the best of managerial practices to tackle turbulent times to come," said IIM-L director Devi Singh.

"Access to the best practice and business management tools is a significant barrier to growth and sustain-

ability of the small and medium enterprises in developing countries. India SME conclave is an initiative that 'Abhyan' has undertaken to bridge this gap," said Prof Abhishek Nirjar.

The conclave will be hosting over one hundred SME delegates.

The conclave is structured as a series of sessions and panel discussions. The conclave will also delve into the impact of past FTAs on Indian industries, and strategies to survive in an era of FTAs. It will explore hidden opportunities, and various options available to improve competitiveness of SME in tackling the inflow of imported goods.

The keynote speakers from MSME will put forth views of government and various government sponsored schemes for safeguarding the domestic industry.

The Statesman

Shifting strategies

IIM Lucknow's CEO Conclave 2009 aims to work out sustainable rural marketing approaches and future business models

IIM Lucknow's Noida campus recently announced the organisation of "CEO Conclave 2009: Business Strategies for Rural India". The conclave aims to bring together industry leaders who have worked in rural India to discuss new innovations in rural supply chain management; how distribution models are being redefined; business development strategies for rural markets; issues in rural health care; business models for sustainable strategies in rural market and shaping rural markets. The conclave will witness the participation of industry experts, academicians and policy makers.



The biggest challenge before future managers lies in developing unconventional leadership.

IIML NEWSLETTER

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