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## Research Publications

### Working Papers

Pati, S. P. & Kumar Pankaj, Work Engagement: A Reconceptualization. IIML Working Paper Series. WPS 2010-11/11



#### Abstract:

Although work engagement has been recognized as a much desired and irreplaceable organizational asset in the prevailing globalized business environment, yet building an engaged work force continues to be a challenge for organizations, thanks to the ambiguous conceptualization and limited understanding characterizing the construct. Hence, this study critically examines the extant literature on work engagement, enumerates the specific limitations that remains embedded in the same, and strives to provide an independent existence to the construct by reconceptualising the same through employment of qualitative research methodology.

Work engagement, according to the study, is defined as application of self in the role context and comprises of two dimensions: passionate task performance (PTP) and organizational citizenship behaviour (OCB), their inclusion justified by specific insightful arguments. Numerous other contributions also resurface from the study that promises to enhance the utility value of the work engagement construct for academicians and practitioners

### Papers in Journals

Sharma, Mohita G. and Singh, Kashi N., A Real Option Approach to Spares Management, *Udyog Pragati*, 34 (4) October-December, 2010:1-9.



#### Abstract:

The issue of spare parts management in capital-intensive industry is addressed, Two important characteristics of spare parts, consequentiality and volatility, are identified. Seeking analogy between the uncertainty in financial markets and that in the demand for spares, the use of real option theory is explored to ascertain the valuation of spare parts in a dynamic environment.

Using this decision tool, appropriate strategy can be devised for portfolio of spares most suited for option model. Our study shows that spares with high consequentiality and high volatility have highest option value.

Kalla, Supriya M. and Goyal, Anita, Can search for happiness lead to impulse buying? A multi-method investigation of Happiness as an internal motivator to impulse buying. *Journal of Business and Retail Management*, 5(1), 2010, ISSN 1751-8202

#### Abstract:

Ephemeral positive emotions like fun, excitement and pleasure have been associated with the phenomenon of impulse buying in previous studies. However, most of the studies in the past have looked at emotions which are momentary or short lived. This study extends the literature further by establishing a link between a more enduring positive emotion called 'happiness' and impulse buying.

A grounded theory approach was used to develop hypothesis from in-depth interviews. The hypothesis was tested by collection and analysis of survey data.

In the endeavour to understand various facets of 'happiness' in 'shopping and 'impulse buying', a qualitative study was undertaken. These findings were used to develop scales pertaining to the constructs.

This study makes a two-fold contribution to literature as well as practice through creating and validating instrument for measuring 'shopping happiness', and by establishing a causal relationship between happiness and impulse buying. This validation of 'happiness' as an internal motivator to impulse buying has several important implications for retail outlets and have been discussed at the end of this paper.

Key words: Impulse, Impulse buying, Happiness

## Conference/Seminar Publications



Ganguly, B., Dash S.B. (2010). A study on the cultural influences on the relationships between website characteristics, online trust and purchase intention, International Marketing Conference, MARCAN, 27-29 December 2010, IIM, Calcutta, India

## Abstract :

The purpose of this study is to examine the moderator effect of culture on the relationship between website characteristics and online trust, between trust and purchase intention and also the mediator effect of online trust. A total of 596 students from various B-schools in India, Canada and USA participated in the study. Structural equation modeling was used for the data analysis. Confirmatory factor analysis was done in order to determine the variable structures and path analysis was carried out to test the relationships between the variables. Hierarchical moderator regression analysis was used in for testing the moderator effects of cultural variables.

Our results indicate that communication, privacy and security of the website positively affect trust. Social Presence was not found to have any significant impact on trust. Masculinity positively moderated the relationship between communication and trust.

The relationship between trust and purchase intention was negatively moderated by collectivism. The results have several other interesting managerial implications.

First, it shows that customers who are high on masculinity would prefer to have more effective communication with the online vendor for generating trust. Findings from the study indicate that culture moderates at the individual level and country should not be used as a surrogate for culture. The study differs from the previous works as it uses individuals' cultural values and tests its moderator effect on the relationship between website characteristics and trust and also between trust and purchase intention.

Keywords : Online Trust, Purchase Intention, Moderator, Culture, Privacy, Security, Web enabled Communication and Social Presence

Jena, S, Dash,S.B, Guin,K.K., Masarat,G(2010). Examination of factors affecting business buyer's relationship continuity intention: A study of Indian steel Industry. 4th Great Lakes NASMEI Marketing Conference held on 23, 24, December, India

## Abstract :

Today the relationship between buyer and seller has become 'strategic' and the process of relationship development is accelerated as firms strive to create relationships to achieve their goals Many buyers are developing single or few suppliers because of pressures to improve quality, reduce inventory, and decrease time to market. Our purpose in this paper is to identify the important variables that predict buyer's relationship continuity intention. To this effect, we have grouped the predictor variables of relationship continuity intention under three broad categories of factors i.e. (i) constraint based factors (ii) dedication based factors and (iii) performance satisfaction based factors. Empirical work in this area will give the steel suppliers, a framework grounded in empirics, as regards to formulating and implementing an effective relationship marketing strategy. Data was collected from 137 steel buyers. Exploratory and confirmatory factor analysis was used to test the reliability of the measures. The hypotheses were tested using cluster and multiple discriminant analysis.

One of the main contributions of this study is the broad based framework that has been used to study a very important outcome of BtoB marketing i.e. buyer's relationship continuity intention. We have considered constrained based factors, dedication based factors and performance satisfaction based factors that possibly predict relationship continuity intention. Further we have also considered variables which are at inter-organisational level, inter-personal level and individual level also. Performance satisfaction based factors are important. The offer quality consisting of product quality, service quality and price performance plays important roles in influencing buyer's relationship continuity intention. Our study has indicated low or negligible impact of constrained based factors on relationship continuity intention of buyers

Keywords : Business to business marketing, inter-personal trust, inter-organisational trust, relationship continuity

Nayak, J., Dash, S.B., Sihna, Gautam, Guin, K.K (2010). An examination of effect of outsourcing and supplier selection on firm performance: The mediating role of supplier development and trust, Academy of Indian Marketing International conference, New Delhi, 16-18 December 2010

## Abstract :

The purpose of this paper is to study the effect of outsourcing and supplier selection factors as well as the mediating role of trust and supplier development on the performance of a buying firm. This study was conducted on some of the Indian manufacturing industries. Confirmatory factor analysis was done in order to determine the variable structures and path analysis was carried out to test the proposed causal relationships between the variables. Our results indicate that supplier selection factors like creditworthiness of supplier led to an increase in trust. Contrary to our hypothesis responsiveness of the supplier did not have any positive impact on trust. During the study we found that increase in trust led to improvement in supplier development. As believed by us trust mediates the relationship between creditworthiness of a supplier and supplier development.

Supplier development acted as a mediator between trust and performance. One interesting observation was that supplier development fully mediated the construct 'Others' for supplier selection and the flexible performance of a firm. The major research implications that evolved from this study were that manufacturing firms should focus on checking the creditworthiness of the supplier and its responsiveness which in turn would lead to an increase in trust as well as supplier development and lastly firm performance. Trust accounts for the relationship between supplier selection constructs and firm performance. Outsourcing benefits and supplier development has a bearing on the performance. It accounts for the relationship between trust and performance. So for better performance firms should invest in their suppliers who are trustworthy.

Keywords : Outsourcing, Trust, firm performance, creditworthiness, supplier firm

## Conference/Seminar Publications

Srivastav, N, Dash, S.B., Mookerjee,A(2010). Antecedents and consequences of brand trust in the baby care product brands: A conceptual framework, Fourth Great Lakes-NASMEI Marketing Conference, December 23-24, 2010, Great Lakes Institute of Management, Manamai, India

## Abstract:

Brand Trust, an extension of Trust relationship theory, has gained the attention and popularity among the marketing academia. The validity of the Brand Trust concept has been explored further in many of the contemporary researches, who have tried to develop the notion further. The current study through extensive literature review and primary qualitative research, aims at developing a model to examine antecedents and consequences of brand trust in baby care product category. Drawing on brand trust theory, a comprehensive causal model of antecedents and consequences of brand trust in the baby care brand category have been developed in the Indian context.

In addition to much deliberated and discussed brand characteristic factors in literature such as brand reputation, brand credibility, brand competency, additional factors of social information and professional experts' opinion have also been proposed as the antecedent factors for building brand trust for the baby care brands. The present paper which is an offshoot of the ongoing research by the authors is being considered for empirical validation in the emerging market context.

Keywords : Brand Trust, competency, credibility, subjective norm

Kumar, R.S, Dash S.B., Purwar, P.C (2010). The effects of marketing mix elements on brand equity; the mediating role of patient brand experience: A conceptual framework for Indian hospital industry, Academy of Indian Marketing International conference, New Delhi, 16-18 December 2010

## Abstract:

The purpose of this study is to explore patient-based brand equity development process of hospital. This study aims to assess the effects of hospital marketing mix elements and explores the role of brand experience on brand equity development process. The present study is based on literature survey of market mix elements, brand experience and dimensions of customer-based brand equity and qualitative in-depth interviews with Indian patients to propose process-oriented causal framework of brand equity development. A comprehensive causal framework is developed in which brand experience and brand equity dimensions mediate the relationship between hospital marketing mix elements and overall patient-based brand equity.

This paper provides insights for marketing theorists and practitioners about the importance of marketing mix elements and hospital brand experience in hospital brand equity development. The study provides original insight into the healthcare market. This work is important in identifying patient-based brand equity development process of hospital. The present paper which is an offshoot of the ongoing research by the authors is being considered for empirical validation in the emerging market context.

Keywords : Marketing mix elements, Brand experience, Patient-based brand equity, Indian hospital



George Reje P and Singla Chitra, Internationalization and Performance: an Analysis of Indian Firms", Strategic Management Society Conference "Emerging India: Strategic Entrepreneurship" held at IIM Bangalore, 10th-12th Dec., 2010.



Srivastava, Rajiv K., Agarwal, Y.K. and Chandra, Saurabh, Automotive maritime logistics: an application of maritime inventory routing problem,IXV Society of Operations Management Conference held at NITIE, Mumbai,17-19 December, 2010



Srivastava, Rajiv K. and Dixit, Vijaya, Product oriented material procurement scheduling for complex modular products ,IXV Society of Operations Management Conference held at NITIE, Mumbai,17-19 December, 2010

Srivastava, Rajiv K. and Jena, Debashish, A Constraint Programming Approach to a Re-entrant line problem with time lags and partial resource flexibility-A case study of aluminium rolling plant ,IXV Society of Operations Management Conference held at NITIE, Mumbai,17-19 December, 2010

## Research Publications



Chaudhari, Atanu and Singh K.N. Choice of product line and pricing under duopolistic competition, IXV Society of Operations Management Conference held at NITIE, Mumbai, 17-19 December, 2010.

Singh, K.N and Sharma, Mohita G. Co-opetition and inventory pooling in the Indian domestic aviation industry: a game theoretic approach, IXV Society of Operations Management Conference held at NITIE, Mumbai, 17-19 December, 2010.

Singh, K.N., Kumar, Sushil and John, Joshin, Transitions during growth phase of small shipyard, IXV Society of Operations Management Conference held at NITIE, Mumbai, 17-19 December, 2010.



Kumar, Sushil, Vaidya, Omkarprasad and Ganapathy, L., TSP based heuristic for flow shop scheduling with sequence dependent set-up time, IXV Society of Operations Management Conference held at NITIE, Mumbai, 17-19 December, 2010.



Hajela, Ashish and Akbar, M., Impact of internationalization on SME Performance: A study of Indian software firms, 2nd Copenhagen Conference on "Emerging Multinationals: Outward Investment from Emerging and Developing Economies", Copenhagen Business School, Denmark, 25-26 November, 2010.

### Abstract:

The emergence of multinational firms has been a distinct feature of globalization in the developing countries. Many of the emerging multinational firms are small and medium enterprises (SME). The Indian software SMEs, in particular, have been at the forefront of making outward investment. The paper empirically studies the impact of internationalization on the performance of SMEs, which have invested overseas. The paper also explores the effect of marketing, firm size, and managerial orientation on firm performance.

Based on panel data for 29 software SMEs in India for the period 2002 to 2008, the paper finds a positive correlation between internationalization and firm performance. With its theoretical foundations in Resource based view (RBV) and Knowledge based view (KBV), the paper discovers that marketing has weak predictive power of the firm performance. The size and age of the firm are not found adequate predictors of firm performance.



Samir K Srivastava, "Doing The Right Thing", Logistics Times, Volume 1, Number 8, December 2010, pp. 19-23

### Abstract:

Sustainable Supply Chain Management (SSCM) is the buzzword today after the quality revolution of the 1980s and the supply chain revolution of the 1990s. As supply chains and businesses start focusing on 'Planet, People and Profits' simultaneously, sustainability is emerging as the new metric for supply chains.

A sustainable supply chain seizes value-creation opportunities and offers significant competitive advantages for early adopters and process innovators. Managers need to integrate sustainability goals, practices and cognitions into day-to-day supply chain management. This requires monitoring internal operations of firms and those of other stakeholders from an altogether different perspective.

The full article can be accessed at :  
[http://issuu.com/rajmisra/docs/lt\\_december\\_2010/19?mode=a\\_p](http://issuu.com/rajmisra/docs/lt_december_2010/19?mode=a_p)



Prof. Saji K. B. Nair served in the programme committee (as part of Marketing and Technology track) and on the editorial review board of the conference proceedings of the 2010 Annual Conference of Society for Marketing Advances (SMA) held at Atlanta, Georgia, USA during November 3-6, 2010.

## Editorial Assignments

## Other Assignments

Prof. Sushil Kumar, was invited to make a Theme Presentation on 'Food Security' in ASSOCHAM's 8th Knowledge Millennium Summit on Decade of Innovations in Food Security, Healthcare, Energy and Water, on November 17-18, 2010 at Hotel Le Meridien, New Delhi. IIM Lucknow was the Knowledge Partner with ASSOCHAM in organizing this event

Prof. S. B. Dash chaired a track on "Social/Internet/Online Marketing" in International Marketing Conference, MARCAN, 27-29 December 2010, IIM, Calcutta, India

Prof. K.N. Singh, chaired a session in the IXV Society of Operations Management Conference held at NITIE, Mumbai 17-19 December 2010. Prof. Luk van Wassenhove from INSEAD Business school, France and President of Production and Operations Management Society, USA (POMS) was a keynote speaker at the conference.

Prof. Rajiv K. Srivastava, chaired a session in the IXV Society of Operations Management Conference held at NITIE, Mumbai 17-19 December 2010. Prof. Luk van Wassenhove from INSEAD Business school, France and President of Production and Operations Management Society, USA (POMS) was a keynote speaker at the conference.

Prof. Sushil Kumar, chaired a session in the IXV Society of Operations Management Conference held at NITIE, Mumbai 17-19 December 2010. Prof. Luk van Wassenhove from INSEAD Business school, France and President of Production and Operations Management Society, USA (POMS) was a keynote speaker at the conference.

**Other Assignments**

Dr. Devi Singh participated in The Beijing Forum 2010 and was speaker in the session "The current condition of Higher Education and related problems", at China-India University President Forum - Opportunities and Challenges facing higher education in the world Economies. This was held at Beijing, China from 5-7 November 2010.



## Forthcoming

## Management Development Programs

S.No	Program Title	Program Director	Dates	Venue
1	Conceiving and Delivering Business V	Prof. Satish S M & Prof. Madhumita Chakraborty	January 3-4, 2011	Lucknow
2	Conceiving and Delivering Business V	Prof. Satish S M & Prof. Madhumita Chakraborty	January 6-7, 2011	Lucknow
	Strategic Business Negotiation and Communication	Prof. Himanshu Rai	January 6-8, 2011	
	Developing Strategic Mindset	Prof. Archna Shukla	January 10-12, 2011	Lucknow
	Agribusiness	Prof. Sanjeev Kapoor	January 10-14, 2011	Lucknow
	Leadership for Innovation in Effectiveness	Prof. Sushil Kumar (CF)	January 10-14, 2011	Lucknow
7	Optimal Supply Chain Planning: Decisions	Prof. Rahul Pandey & Prof. R K Srivastava	January 14-15, 2011	Noida
8	Managerial Ef	Prof.	January 17-21, 2011	Noida
9	Managerial Ef		January 17-21, 2011	Lucknow
10	Strategic Management and Leadership for Heads of CBSE Schools	Prof. R K Srivastava & Prof.	January 17-21, 2011	Lucknow
11	Officers of the Central & State Case teaching and writing for agribusiness education	Prof. M K	January 19-21, 2011	Lucknow
12	Managing Livestock Sector for Economic Development	Prof. Jabir	January 20-22, 2011	Lucknow
13	Conceiving and Delivering Business V	Prof. Anand & Prof. Satish S M & Prof. Madhumita Chakraborty	January 24-25, 2011	Lucknow
14		Prof. Manoj	January 24 - March 5, 2011	Lucknow, C, China & Australia
15	Commodity Futures Market for Senior Of	Prof. Jabir	January 27-28, 2011	Noida
16		Prof. Sushil Kumar (CF) Ashwani Kumar & Prof. Satish S M	January 31 - February 11,	Lucknow
17		Prof.	January 31 - February 11, 2011	Lucknow

## Concluded

## Management Development Programs

S.No	Program Title	Program Director	Dates	Venue
1	Core Leadership Management Development Programme for BSF Commandants	Prof. Pankaj Kumar & Prof. Rajesh K Aithal	November 22 - December 4, 2010	Lucknow
2	General Management Programme	Prof. Archana Shukla	November 29 - December 10, 2010	Lucknow
3	Managerial Decision Making under Uncertain Environment	Prof. B K Mohanty	December 6-8, 2010	Lucknow
4	Advanced Selling and Sales Force Management System for SBI Life	Prof. Rajeev Kumra	December 8-10, 2010	Lucknow
5	Agri-inputs Marketing for Chambal Fertilizers and Chemicals Ltd.	Prof. Sanjeev Kapoor	December 13-16, 2010	Lucknow
6	GMP for NTPC Executives (WRHQ & NRHQ)	Prof. Ajay K Garg & Prof. Yamini P Sahay	December 13-24, 2010	Lucknow
7	Effective Written Communication	Prof. R L Raina	December 20-22, 2010	Lucknow
8	GMP for ISS Probationers	Prof. Bharat Bhasker & Prof. Sonia	December 20-31, 2010	Lucknow
9	Managing Livestock Sector for Economic Development	Prof. Jabir Ali & Prof. Sushil Kumar	December 28-30, 2010	Lucknow
10	International Conference in association with the Athenian Policy Forum (APF)	Prof. Rajeev Kumra	December 16-17, 2010	Noida
11	Executive General Management Programm for COLT Executives	Prof. Ajay Singh & Prof. Abhishek Nirjar	December 22-23, 2010	Noida

## Appointments



Mr. Rajesh Sharma has joined the Institute as Senior Administrative Officer on 6th December, 2010. Mr. Sharma holds the degree of MBA besides Diploma in Civil Engg. Mr. Sharma has experience both in Government and Corporate Sectors. He has served in Bharat Electronics Ltd, Military Engineer Services, RMRC, GRASIM, Indo-German Tool Room. Prior to joining IIM, Lucknow, he was working in BrahMos Aerospace, New Delhi as Deputy General Manager (Personnel).

## Events during the month

### Lucknow Campus

"The Story of Thumri"-Dr. Purnima Chaudhary .

SPICMACAY IIM Lucknow chapter organised its fourth event in this year on 3rd Dec'2010, 'The story of Thumri' by Vidushi Purnima Chaudhuri, Sangeet Pravin from Prayag Sangeet Samiti, Allahabad. A doyen in Benaras Gharana of Traditional Thumri, she began the evening on a light note by enlightening the IIML fraternity about the Thumri style and its origination.

She then rendered a number of light classical songs revealing her Guru Mahadev Prasad's Gayaki. For the students, it was a wonderful experience listening to Tappas, Chaitys, Horis and Kajri in raagas like Misra Khamaj and Misra Desh in her tuneful voice. The songs were interspaced by lectures explaining the nuances of thumri like laggi, and the differences between Khayal and Thumri style of singing. She was accompanied by Santosh Kumar Mishra on Sarangi and Kuber Nath Mishra on Tabla, who captivated the audience attention with their jugalbandi.

Thumri was cultivated primarily in Lucknow and Benaras in Nineteenth century. It is the most important "light classical" genre of North Indian music and is based on the romantic-devotional literature inspired by the Radha-Krishna love theme. Shringar Rasa, the emotion of romantic love, is the essence of Thumri. The melodies are not always composed in raagas and may involve breaking the rules in singing which makes it even more enjoyable to listen to.

Students at IIM Lucknow lauded the Thumri style of Indian classical music. "I was totally mesmerised by the thumri style presented by Purnima Chaudhuri, it was altogether a new experience for me" said Anunay Bhargava, a first year student at IIM Lucknow. Purnima Chaudhuri expressed her appreciation for the efforts taken by SPICMACAY in spreading awareness about Indian culture and exhorted the students to take this march of spreading awareness forward.



### EuroNight

EuroNight is the flagship event of the International Student Exchange Committee of IIM Lucknow. Every year IIM Lucknow plays host to students from all over Europe as part of the student exchange programme. This year it has around 25 students from various universities across Europe. RailEurope, a distributor of European rail products, was the key partner for the event. The event had a collection of programmes that reflected the culture and heritage of the countries the exchange students belonged to.

The event commenced with the Cancan dance, a highly choreographed routine from France. The performance left the audience mesmerized. This was followed by a comic skit on cultural miscommunication in which students contrasted their experiences in Europe and in India. They shared their experiences in classrooms here at IIM Lucknow and how different it is from their college. They also enacted funny incidents they witnessed while travelling in Indian trains and at Bus booking counters.

After this was a European quiz which involved participants from the audience to answer questions about Europe. Next was the classy Salsa dance. Karaoke followed in which some Indian students sang French and Italian songs.

The event ended with a Fashion show. The EuroNight was a portrayal of European culture through the eyes of the foreign students themselves that gave the audience a glimpse of the diversity of European culture.

The cultural event was followed by a European Dinner which was prepared by both the foreign and Indian students. Some of the dishes served were French Ratatouille, Pasta, Tortilla, and Apple Crumble. It was a gala banquet organized for the entire IIM Lucknow community. The Exchange Students and the committee members prepared a true European feast for their colleagues and professors.



## Events during the month

### Nostalgia

nostalgia - the much awaited Alumni Reunion - was celebrated with great spirits and enthusiasm, as IIM Lucknow once again welcomed back its esteemed alumni from the Class of 2000 and 2005 to the sprawling lawns of the beautiful campus. The 3-day event, held from December 24th - 26th 2010, saw over 35 alumni along with their families, reliving their golden days in the campus.

Day One started off with a brief tour of the campus. For many of the Alumni, who were visiting the campus after a long time, it was a pleasant experience to see the changes that the campus has undergone since their times, with additions like newer hostels, sports complex and a bigger classroom block. This was followed by an informal session over tea, on Titanic (the H9 terrace) where the Alumni spent the evening interacting with the current students catching up on the latest buzz on campus life. 'Sepia-Tinted-Days', an event that captures the true spirit of nostalgia, provided the perfect ambience with bonfire and some great music, for the alumni to travel back in time through old photographs and memorable anecdotes. Day Two kicked off with 'Back to the Classroom', where the Alumni experienced the feeling being back in the very classrooms where they had spent 2 memorable years of their lives. This was followed by 'nostalgia Champions League', where the Alumni battled it out in 10-a-side cricket match, exhibiting the same level of enthusiasm and energy as their campus days. A trip to Lucknow City was organized in the evening for the families, where they visited their favourite hang-out spots in the city and shopped for Lucknow-special handicrafts. The fun continued post dinner too, where the Alumni were engaged in a gripping round of trivia, organized by Quizzing Commoners - the quizzing club at IIM Lucknow. Events for the day concluded with a performance by 3.4 - IIM Lucknow's own music band, who crooned out one hit after the other, on demand from the Alumni.

Day Three, the final day of nostalgia, started on a formal note with a panel discussion on enhancing the Alumni-Institute relationship. The Panel consisted of representatives from the Alumni, the Faculty and the Students, who engaged in a brainstorming session on how our diverse alumni base can play a significant role in keeping the Institute abreast with the latest developments in the industry and academia. This was followed by the Annual General Body Meeting, where the Director Dr. Devi Singh addressed the audience regarding the latest initiatives taken up by the Institute. Mr. Vinit Chauhan, the President of the Alumni Association, then spoke about the initiatives of the Association in strengthening the bonding among the IIM Lucknow Alumni Community and solicited their continued cooperation. This was followed by a formal lunch for the Alumni, the Director and the Faculty members. The Alumni then returned to the Convocation Grounds for the final event of nostalgia 2010 - the Regraduation Ceremony. Dressed in the ceremonial black robes, they celebrated their Graduation Day all over again and posed for the Batch Photograph, with the same spirit and excitement when they had passed out.



## Noida Campus

### Ankuran - The Entrepreneurship Fair

Ankuran, the entrepreneurship fair, is a unique initiative by IIM Lucknow to bring together the budding entrepreneurs, VC firms and organizations which ardently believe in innovation and power of ideas, under one roof.

The event was organised on December 18, 2010. Mr. Raghav Bahl founder of Network 18 and author of book 'Super Power' inaugurated the event and deliver keynote address.

A panel discussion on the topic 'Do we lack high growth entrepreneurs?' followed the keynote address.

Participants presented their business plans to VCs and Corporate leaders. The event culminated in ethereal music of ghazal maestro Mr. Jagjit Singh



## From the Press

Name of the Publication : **Economic Times**  
 (SME World - Supplement)  
 Edition : New Delhi  
 Date : 6/12/10



Name of the Publication : **Financial Express**  
 Edition : Mumbai  
 Date : 13/12/10



Name of the Publication : **Financial Express**  
 Edition : New Delhi  
 Date : 13/12/10



Name of the Publication : **The Times of India**  
 Edition : New Delhi  
 Date : 13/12/10



Name of the Publication : Financial Chronicle  
Edition : New Delhi  
Date : 14/12/10

# Creating an Indian Bay Area

Arun Kumar Jain

**C**AN India pull out from the trap of being the backoffice to the world, and enter the next orbit of high-quality, knowledge-intensive businesses that create huge wealth and jobs? Or, instead of remaining content with low-content jobs, can we dare the world with our indigenous inventor-entrepreneurs who create the next generation microprocessors and shrink-wrapped software here in the country?

A recent visit to Chandigarh brought forth these reflections. Chandigarh is a beautiful, well laid out city with lush-green avenues, walkways, and roads. From whatever I could see during the available time, Le Corbusier was a visionary. The Swiss-French architect-designer indeed reinforces the view that a single man can bring happiness to millions for generations.



economy. California is a good example of a brainintensive hub. It is home to some of the largest, most specialised (the region has maximum Nobel laureates in the world), and globally networked universities. As per the US Census Bureau data for 2009, California was ranked No 1 (among all states in the US) in semiconductor exports at \$10.4 billion; first in computers and peripheral equipment exports at \$9.7 billion, and first in industrial electronics exports at \$5.5 billion. The state exported \$41.3 billion (approximately Rs 200,000 crore) worth of high-tech goods, supporting 223,000 jobs. Not to forget, it is also one of the world's largest processor of oranges into value-added products.

In a brainintensive economy, one individual can rapidly transform the entire eco-system of

*[This section contains a large block of text that is mostly illegible due to dark scanning artifacts and low contrast. The text appears to be a continuation of the article, discussing economic and technological aspects.]*

## From the Press

Name of the Publication : Dainik Hindustan  
Edition : Patna & Delhi  
Date : 18/12/10



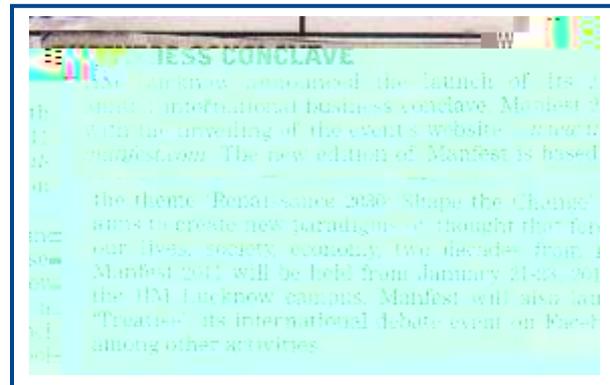
Name of the Publication : The Pioneer  
Edition : Lucknow  
Date : 19/12/10



Name of the Publication : New Indian Express  
Edition : Chennai  
Date : 20/12/10



Name of the Publication : The Times of India  
Edition : New Delhi  
Date : 20/10/10



## From the Press

Name of the Publication : The Statesman  
Edition : New Delhi  
Date : 21/12/10

## Debating democracy

### IIM-Lucknow encourages free discussion on a wide range of issues

MANFEST, IIM-Lucknow's annual international business conclave, announces the launch of its flagship international event with *Treatise*, the thought challenge. The competition, which hosted students from Stanford to Singapore last year, is a series of debates on the bellwether issues of our times.

*Treatise* recognises informed debate and deliberation as the foundation of modern democracy and civilised life, giving fresh wings to this medium of expression by hosting it end-to-end on the popular social media site, Facebook.

Says Manifest coordinator Anand Dorairaj, "Democracy and progress is all about getting inclusive in our outlook. By launching a flagship event exclusively on Facebook, we intend to throw open a quality debating forum to a truly wide variety of views."

Social media, over the next few years, will shape the way we make decisions. As global conglomerates



Students at Manifest 2010.

and even old-world companies wake up to this new power, Manifest exhibits the medium's capacity for serious thought.

To be held in an engagingly interactive format with Facebook "posts" and "comments", *Treatise* is designed to inform, entertain and reward — both the participants and audience. With refreshingly honest topics that are relevant to the changing times, *Treatise* is guaranteed to offer sumptuous food for thought and a riveting battle of minds.

The debates will be publicly displayed on the *Treatise* Facebook page, and will be open to comments from viewers. What's more, viewers get cash prizes for the best comment every day.

Name of the Publication : Pioneer  
Edition : New Delhi  
Date : 22/12/10

### IIM-L MANFEST ON FACEBOOK

Manifest, IIM Lucknow's annual international business conclave, announces the launch of its flagship international event with *Treatise*, the thought challenge. This competition, which hosted students from Stanford to Singapore last year, is a series of debates on the bellwether issues of our times. Manifest coordinator Anand Dorairaj says, "Democracy and progress is all about getting

inclusive in our outlook. By launching a flagship event exclusively on Facebook, we intend to throw open a quality debating forum to a truly wide variety of views." Social media, over the next few years, will shape the way we make decisions. As global conglomerates and even old-world companies wake up to this new power, Manifest exhibits the medium's capacity for serious thought.

## From the Press

Name of the Publication : The Times of India  
Edition : New Delhi  
Date : 27/12/10



Name of the Publication : Amar Ujala  
Edition : New Delhi  
Date : 27/12/10

Name of the Publication : Indian Express  
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