

NEWSLETTER

Vol. XIV Nos. 03-04

February 2007



**Indian Institute of Management,
Lucknow**

AWARDS



Prof. Manoj Kumar, Finance & Accounting Group, was awarded with Best Young Faculty Award at International Business Summit & Research Conference, held at Amity International Business School Noida from February 21-23, 2007.

Prof. Manoj Kumar also received **Best Academic Research Paper Award** for his paper titled, 'An Empirical Investigation of Determinants of Going Public Decision of Indian Companies' at International Business Summit & Research Conference, held at Amity International Business School, Noida, during February 21-23, 2007.

RESEARCH PUBLICATIONS

INTERNATIONAL COLUMN



Ali, Jabir. 2007. Livestock Sector Development and its Implication for Poverty Alleviation. *Livestock Research for Rural Development* 19(2). Available online on <http://www.cipav.org.cq/lrrd/lrrd19/2/ali19027.htm>

Livestock rearing has significant positive impact on equity in terms of income and employment and poverty reduction in rural areas as distribution of livestock is more egalitarian as compared to land. In India, over 70 percent of the rural households own livestock and a majority of livestock owning households are small, marginal and landless households. Small animals like sheep, goats,

pigs and poultry are largely kept by the land scarce poor households for commercial purposes due to their low initial investment and operational costs. This paper analyses the development of livestock sector in terms of population, production, trade and employment and its role in reducing rural poverty in the country.

BOOK CHAPTERS



Kumar, Sushil and Ali, Jabir. 2006. e-Governance Systems (e-Choupal) and Decision-Making Processes in Agriculture. In Sahu, G.P. (Ed.), *Delivering E-Government*. New Delhi: Gift Publishing: 252-261.



One of the major objectives of e-governance is timely dissemination of accurate information. Literature reports number of beneficial outcomes associated with increased availability and accessibility of information. This paper argues that, in the absence of appropriate strategies, e-governance may lead to information overload. The

paper draws heavily from the findings of various studies on information overload, in many disciplines. Decision-making processes of user groups are analyzed and effect of information overload on decision-making and performance is examined. The paper also makes some suggestions for avoiding information overload.



Kumar, Sushil and Gupta, Vivek .2006. E-governance and Information Overload: It is Time to Take Cognizance. In Mira, R. K. (Ed.), E-Government: Macro Issues . New Delhi: Gift Publishing: 80-88.



e-Governance systems are argued to improve performance of the user groups by enhancing quality of decision-making. Using a case study of two such initiatives – Indian Tobacco Company (ITC) e-choupals and Uttar Pradesh Bhooni Sudhar Nigam (UPBSN) e-choupals – differences in quality of decisions by user and non-user farmer groups are empirically examined. Data from 461 farmers, collected using a questionnaire survey

in eight districts of Uttar Pradesh, and chi-square statistic, are used to assess decision quality on fourteen aspects related to agriculture production processes. Results indicate significantly better qualities of various decisions made by user group farmers, as compared to non-user group. Differences are also found between qualities of decisions made by ITC e-choupal user group farmers and UPBSN e-choupal user group farmers.



Mehra, Payal and Chakraborty, S. 2006. Towards Making Meeting More Productive: Themes and Concerns. In Kaul, Asha and Gupta, Sanjay (Eds.), Management Communication: Trends & Strategies . New Delhi: Tata McGraw - Hill.

Despite research and testimony that meetings are increasingly being conducted by most organizations, and, that managers are spending a considerable part of their work life attending meetings, there is widespread discontent regarding the manner in which meetings are being conducted. Although meeting managers feel confident that meetings are achieving desired objectives, participants feel otherwise.

Given the value of meetings as 'investments' rather than 'costs' to the organization and the demonstrated effectiveness of meetings in some organi-

zations, it seems reasonable to investigate why there is a feeling of meeting inertia among participants and what managers can do to make meetings more meaningful and relevant to the participants. This paper examines the managers' perception of meetings including factors responsible for meeting effectiveness. The study also evaluates impact of various factors on meeting productivity such as the communication style of the meeting manager, ability of the attendees to freely express their views and the presence of a clear cut agenda distributed well in advance.



Mohanty, B.K. PROMETHEE: A Decision Support Tool for e-Business. In Fuzzy Logic and its Applications in Technology and Management. Narosa Publisher.

In this paper we have introduced a procedure to obtain the customer's preference ranking of the products in on-line business. This is based on the concepts of Fuzzy sets, Data Mining and the PROMETHEE methods of Multiple Criteria Analy-

sis. This methodology takes into account the customers' flexibility behavior (or indifference attitude) to articulate the above preference ranking. Customers' data on business transactions are considered here as an input in order to enunciate vari-

ous association rules amongst the product attributes. This is possible by taking the customers' transactions as the fuzzy subset of the product attributes. The membership value of the attributes corresponding to a transaction depends on the users preference level of the product attributes

and the number of products is contained in that transaction. The concept of PROMETHEE is further used here to determine the net association amongst the attributes. This procedure leads to obtain the preference ranking of the products as per the customer's choice.

PAPERS



Garg, Rajiv Kumar, Gera, Mohit and Das, Jitendra Kumar. 2006. A Variable-based Approach to The Design, Development, Implementation and Institutionalization of Information Systems in the Forest Sector. *Forestry* 79: 515-533.

Global concern for improving governance in the forest sector has encouraged funding agencies and governments to spend millions of dollars to harness the potential of computer-based information systems (IS) in improving the delivery of goods and services to stakeholders. Though design methodologies being used for developing IS are technically sound and well established, still these systems are not being accepted by all the user groups. This has necessitated research on improvement of design methodologies and related aspects. The present paper examines the

success of an IS introduced in the Uttar Pradesh Forest Department in 2002 in relation to 13 factors such as training, resource allocation and support to top management. The most important factors responsible for the success of an IS were found to be perceived usefulness of the IS and resource allocation. A variable based approach superimposed on existing design methodologies is expected to improve the design, development, implementation and institutionalization of IS in the forest sector.



Kapoor, Sanjeev. 2007. Indian Agriculture: Emerging Challenges. *The Analyst* January 2007.

Since independence, the concept of food security/sufficiency dominated agriculture development policies in our country. To achieve it, Government gradually assumed all developmental and regulatory roles (through land reforms, input subsidies, minimum support prices, and infrastructure development) for promoting agricultural sector through its various agents and with increasing budgetary provisions. Thus by and large, at macro level, agricultural development policy in India tried to achieve the three objectives of growth, equity and sustainability. With a more or less comfortable situation in food security, the fo-

cus has now been shifted to commercialization of agriculture where the issues like product diversification, value addition and agriculture production based on consumer preference are being sought for. The biggest challenge in agriculture sector in India is how to make numerous small farmers with low marketable surplus, as a part of the total value chain. A large number of experiments dealing partnership between Government and farmers have been made in India. Now promoting partnership between farmers and corporate sector is needed at a large scale.



Karacapilidis, N. and Mohanty, B. K. 2006. On the Development of Business Strategies: An Integrated Fuzzy Logic and Game Theoretic Approach. *International Journal of Electronic Business* 4: 483- 499.

This paper presents a methodology to formulate business strategies for the web-based markets. We focus on strategies that involve decisions made by companies about the selection of the appropriate products to be launched on the web, as well as decisions about the right timing to do so. Our approach builds on the concept of a

product's market value. The linguistic or imprecise perception of the customers on the product attributes is handled by using Fuzzy Sets theory, while the problem of exploration and resolution of the strategic issues involved is addressed through a Game Theoretic analysis.

CONFERENCE PAPERS



Ganguly, S. 2007. Competing with Knowledge: The Information Professionals in the Knowledge Management Age. Invited Paper presented at National Convention and Conference on Organizing and Managing Knowledge in Digital Environment, jointly organized by Society of Information Science and Lal Bahadur Shastri Institute of Management, New Delhi, on January 27, 2007.

Knowledge management (KM) is the first major management trend to identify information and its management as a crucial element in the success of an organization. It presents an opportunity for information professionals to have an impact on the organizations that employ them, for employers to utilize those information management and exploitation skills in a creative and value-based way. For information professionals to take advantage of KM they need to fully understand the con-

cepts and benefits, the different approaches and techniques being implemented, and the new emerging roles in which information skills are increasingly significant. This paper will aim to stimulate information professionals to explore the potential impact of KM and also examines the role of information professionals to take the added advantage of KM to improve the effective application of their skills.



Ganguly, S. 2007. Digitizing Collections: A Strategic Issue for Information Managers. Invited paper presented in the ICSSR/NASSDOC training programme on Information Resource Management for Social Scientists in Emerging Knowledge Era, held at G. Institute of Development Studies, Lucknow, during February 14, 2007. (Shri Ganguly also served as a Resource Person for the training programme during February 13-15, 2007).

A digital library is a library where resources are available in machine readable form & accessible by means of ICT. It allows user to search collections comprehensively from anywhere at any time. Digital libraries and the information services are linked for the universal access to their user. It highlighted the process of digitization and its tools with more emphasis on the different tools and

technology for digitization of resources. The presentation discussed the various facets like how to convert print into digital. The paradigm shift from traditional automated and now towards digital library environment. It also discussed the some unique features of digital library and its impact on the library.



Gupta, Kirti Bardhan . 2007. Increasing the Export of Handicraft Products: Analysis of Problems and Possible Strategies for the State of U.P. Paper presented at 'International Conference on India in the Emerging Global Order', organized by Academy of International Business, held at Xavier Institute of Management, Bhubaneswar, during January 29-31 2007.

Keeping in view of importance of handicraft sector in the economy, the present paper explored the major problems being faced by this sector in Uttar Pradesh. Apart from secondary data, questionnaire based primary survey and focussed group discussions were conducted at major handicraft clusters. It estimated the level of satisfaction among manufacturers / exporters towards supporting organizations within the state. It also measured the level of technical skill available within manufacturers / exporters and compared

with the required level of long-term sustainability. Various production, marketing and export related problems were explored in detail. On international front, tariff and non-tariff barriers were not found to be a major problem in most of the major importing countries. A selective and concentrated approach was suggested for the state to undertake for providing a major fillip to the development of handicraft sector in the emerging global order.



Kumar, Manoj . 2006. Attracting And Retaining Faculty in Technical Educational Institutions .Paper presented at the Fourth AIMS International Conference, held at IIM Indore, During December 28-31, 2006.

Presently, the biggest challenge faced by technical educational institutions in India is the acute shortage of qualified and competent faculties .This has resulted in a scenario where institutions are vying with each other to attract & retain for them the best available faculty talent. Therefore, it is of utmost importance that institutions should design

and pursue policies/mechanisms so as to compete well in market place to attract and retain for them the best faculty talent. This paper offers some possible strategies that institutions can adopt to attract & retain for them the best available faculty talent.



Mayur, M. and Kumar, Manoj . 2007. An Empirical Investigation of Determinants of Going Public Decision of Indian Companies. Paper presented at International Business Summit & Research Conference, held at Amity International Business School, Noida, during February 21-23, 2007.

This paper examines the determinants of the going public decision of the Indian companies. A probit regression model is used to analyze the influence of fundamental financial data of Indian companies on their going public decision. The size, profitability, age and leverage emerged as the sig-

nificant determinants of going public decision of Indian companies. The statistically insignificant relationship between the financing needs and likelihood of an IPO found in our study is similar to the Pagano et al, 1998, and contrary to the findings of several other studies done on same issue.



Mehra, Payal and Chakraborty, S. 2006. Towards Making Meeting More Productive: Themes and Concerns. Paper presented in (as well as published in the refereed proceedings of) the Sixth Asia Pacific ABC Conference, organized by Indian Institute of Management Ahmedabad, during December 14-16, 2006. (Prof. Mehra also chaired a Session on 'Gender Roles and Communication')

Despite research and testimony that meetings are increasingly being conducted by most organizations, and, that managers are spending a considerable part of their work life attending meetings, there is widespread discontent regarding the manner in which meetings are being conducted. Although meeting managers feel confident that meetings are achieving desired objectives, participants feel otherwise.

Given the value of meetings as 'investments' rather than 'costs' to the organization and the demonstrated effectiveness of meetings in some

organizations, it seems reasonable to investigate why there is a feeling of meeting inertia among participants and what managers can do to make meetings more meaningful and relevant to the participants. This paper examines the managers' perception of meetings including factors responsible for meeting effectiveness. The study also evaluates impact of various factors on meeting productivity such as the communication style of the meeting manager, ability of the attendees to freely express their views and the presence of a clear cut agenda distributed well in advance.



Mohanty, B.K. and Kumar, Sushil. 2007. Product Preference in e-Market: A Fuzzy Approach. Paper presented at the National Conference of Business Research Optimization Wave, held at NITIE, Mumbai, during February 15-17, 2007.



In this paper, we introduce a methodology to determine a preference ranking of the available products in e-market places. The approach takes into account the multiplicity of the product attributes that are, in general, conflicting, non-commensurable, and fuzzy in nature. Initially, the e-business site interacts with the customer and obtains the customer provided fuzzily defined data. The methodology helps the e-business system to evaluate products through its attributes, and assesses a lin-

guistic quantifier through the customer interactions for the final product valuation. A pair-wise comparison is carried out on the above evaluated values to generate a reciprocal matrix. The Eigen vectors corresponding to the maximum Eigen value gives the weights to the product attributes. The market value gives us the final preference ranking of the products as per the customer's choice.



Raj, Piyush and Srivastava, Rajiv K. 2006. Improving throughput for Long Cycle Products. Paper presented in (as well as published in the proceedings [pp. 192-199] of) the Second European Conference on Management of Technology: Doctoral Papers, organized on behalf of the International Association for Management of Technology, held at Aston Business School, Birmingham, UK, during September 10-12, 2006.

This paper characterizes the uniqueness of long cycle products and addresses the problem of im-

proving their throughput taking example of ship-building. We review the planning and schedul-

ing environment for long cycle products and highlight the due dates based planning structure originating from final assembly schedules. We identify constrained spatial resources towards the end of the manufacturing process and suggest spatial scheduling for their efficient utilization. Based on due dates suggested by these constrained resources we propose a product oriented workgroup

structure to ensure balanced flow and timely availability of constituent products. These workgroups operate on a schedule such that inventory is minimized and acceptable quality is ensured. Finally we present a suitable layout to reduce material movement and conclude with inferences for similar industries.



Raja, M.U. 2007. E-Information Dissimination: Providing Current Contents using OMNIDOCs at IIM: A Case Study. Invited paper presented in the ICSSR/NASSDOC training programme on 'Information Resource Management for Social Scientists in Emerging Knowledge Era', held at Gir Institute of Development Studies, Lucknow, during February 14, 2007. (Shri Raja also served as a Resource Person for the training programme during February 13-15, 2007.)

Enabling technologies have led to the transformation of library services from traditional services to new services and delivery mechanism.

During the last decade, many libraries, particularly those serving academic communities, have witnessed the emergence of new service paradigms in areas of information access and delivery. Librar-

ies continue to harness new technologies to offer services in innovative ways to meet the changing needs of their patrons such as Faculty, Students, and Researchers. The paper highlighted the evolution of Current Contents service at IIM Library, using state-of-the-art technology and its importance and utility.



Sahadevan, K.G. 2007. Sustainability of India's Service Sector-driven growth. Paper presented at the International Conference on India in the Emerging Global Order, jointly organized by Academy of International Business (India) and Xavier Institute of Management, Bhubaneswar (XIMB), held at XIMB, during January 29-31, 2007.

The paper has examined the sustainability of service sector-driven growth and its implications to the growing urban-rural disparity and also to achieving inclusive growth. It is found that the urban-rural disparity with regard to distribution of national income has widened over time. The urban bias has reflected in higher household saving rates. This indicates that the increased GDP during the post-reform period has been distributed favorably towards high income group in urban India whose marginal propensity to save is higher than the lower income group. As Michael Porter in his 'Diamond model' emphasizes the "non-key" factors can no more create sustained comparative ad-

vantage of nations. In view of this it is feared that the structural shift achieved mostly through non-key factors and with low investments would reduce the rate of innovation and technological progress. It is argued that the sustainability of service sector dominated growth depended on the extent of interdependence and strength of feedback between manufacturing and services industries. A stronger feedback will keep the economy in a virtuous cycle of sustained growth. Moreover, the value proposition that outsourcing business processes is cost effective may not be sustainable in view of rising wage cost and competition from other countries.



Saji, K.B. and Agarwal, A. 2007. Antecedents of Business to Business m-Payment Technology Adoption. Paper presented in (as well as published in the refereed proceedings of) the Second IIMA Conference on Research in Marketing, organized by Indian Institute of Management, Ahmedabad, during January 3-5, 2007.

For greater acceptance of mobile commerce services, it is necessary that quality and performance be ensured through integration of all support services. It is in this context that mobile-Payment (m-Payment) has emerged as the most critical support service in mobile commerce domain. Although several m-Payment technology solutions were offered to the market by many firms, only a handful of them have met with any semblance of success. Most of the solutions survived only a few months, which indicates the significance of ex-

ploring the m-Payment technology adoption process in the B2B context. To fill this critical research gap, it has been decided to conduct an exploratory study in the B2B setting for identifying the antecedents of B2B m-Payment technology adoption process. To meet this research objective, a case study method has been resorted to by the researchers. The present paper, which is an offshoot of such a study, is successful to the extent of identifying the antecedents of B2B m-Payment technology adoption process.



Singh, K.N. and Chaudhuri, Atanu. 2006. Product to Plant Allocation and Capacity Planning for a Network of Automobile Plants: A Case Study. Paper presented at the 10th Annual Conference of the Society of Operations Management, held at IIM, Ahmedabad, during December 21-23, 2006. (Prof. Singh also chaired a session on 'Technology & Innovation Management in the conference').

The decision for product to plant allocation, and associated capacity augmentation over a given planning horizon is very important for manufacturers with multiple plants. As such decisions often need to be taken in a short period of time and the trade-off's involved in terms of various costs are complex, the problem requires a comprehensive optimization model with a large number of constraints. In the present paper, we develop a model to facilitate such decision making for an

automobile manufacturer with plants in three different geographical locations, each of different capacity and with different variable costs of manufacturing. Our study on the impact of various initial capacities and variable costs on product to plant decisions shows that these have significant impact on the profitability. While variable costs favor more dedicated plants, capacities prefer formation of plant chains.

WORKING PAPERS



Mayur, M and Kumar, Manoj . 2007. An Empirical Investigation of Determinants of Going Public Decision of Indian Companies. IIML WPS 2006-07-06 .

This paper examines the determinants of the going public decision of the Indian companies. A

probit regression model is used to analyze the influence of fundamental financial data of Indian

companies on their going public decision. The size, profitability, age and leverage emerged as the significant determinants of going public decision of Indian companies. The statistically insignificant

relationship between the financing needs and likelihood of an IPO found in our study is similar to the Pagano et al, 1998, and contrary to the findings of several other studies done on same issue.



Mayur, M. and Kumar, Manoj. 2007. Indian IPOs: An Analysis of Issuers' Perceptions. IIML WPS 2006-07-04.

Indian primary market has emerged as a major source of finance for the Indian companies. A growing number of companies have been accessing the primary market for equity capital instead of depending on other modes of funding. The proposed study is based on a survey of managers of Indian companies, wherein the focus is to understand their perceptions regarding issues related to going public decisions. The planned managerial survey to be conducted will cover the following aspects of going public decision of Indian

companies: the determinants of going public and staying private decision of companies, the factors influencing the timing of going public decision, the criterion for selection of lead manager and co-manager to the issue, the reasons for observed short-term underpricing and long-term overpricing of IPOs, identify the actions of issuers that are considered positive and negative signals in context of an IPO, compare the efficiency of different IPO mechanisms, the factors influencing the decision to voluntarily delist from the exchanges



Mishra, A.K. 2006. Open Market vs Tender Offer Buybacks in Indian Companies. IIML WPS 2006-07-05.

Studies of share repurchases, or share buy-backs as they are referred to in India, have been an important part of financial research. Vermaelen (1981) argued that open-market buy-backs provide less powerful signals than tender-offer buy-backs. This study tests whether the market reaction following open market as well as tender of-

fer buyback is different from each other. The results suggest that there is no difference in market reaction to open market and tender offer buybacks. Nature of buybacks is thus not relevant and should not be considered as a characteristic in distinguishing firms.

BOOK REVIEW



Ganguly, S. 2006. Marketing of Library and Information Services: International Perspectives, Dinesh K. Gupta [et al.], eds. Reviewed in IIA Bulletin 42(2).

This book review is an attempt to focus on implementation of marketing strategies in library and information service to turn it into profit centre.

The book review highlighted the relevance of marketing in modern libraries & information services at national & international level. It also en-

phasized the addition of marketing concept into library science curricula & lists some leading authors who made detail study of marketing courses.

The marketing awards and study of activities, efforts and programmes of marketing has been discussed in detail.

CASES



Kapoor, Sanjeev, Jankiraman, M and Ali, Jabir. 2006. Apna Bazar (A): Designing and Marketing of A Premier Market for Agricultural Products. IIML Case Series No. 2006_7/01

The U.P. Rajya Krishi Utpadan Mandi Parishad, Lucknow (KUMP) conceptualized a new concept of establishing integrated marketplace where all food related requirement of consumers can be fulfilled along with the necessary requirement of non-food items. In view of the prospects and potential for horticultural crops, KUMP embarked upon a model "Apna Bazar" scheme in 1995 to provide integrated marketing facilities for various horticultural crops with an aim to benefit farmers, traders and consumers.

Although, the market was constructed five years ago with an investment of about Rs. 90 Million, it

could not be utilized so far because of various reasons. At that stage, the management of KUMP was interested to know how the market could be promoted and best utilized for the benefits of its various stakeholders. Specifically, the Director of KUMP was interested to resolve what should be the design of this market in terms of the (a) Nature of market transaction (wholesale or retail or both), and (b) Optimum mix of commodities to be transacted (perishable or non-perishable food items, processed or raw food items, food and non-food items, facilitating services for undertaking trade)



Kapoor, Sanjeev, Jankiraman, M and Ali, Jabir. 2006. Apna Bazar (B): Market Research Process. IIML Case Series No. 2006_7/02.

The case describes the various steps required to conduct a market research analysis for establishing a market for perishable agricultural commodities. It highlights the conceptualization of information needs and the sources to collect the required data for such type of project. The case identified the following areas where detailed information was required to revive the Apna Bazar scheme promoted by KUMP.

1. Identification of catchments area for Apna bazar in terms of :

a. Consumers' Demand

- b. Production of Fruits, Vegetables and Flowers nearby areas of Lucknow City
2. Understanding the features of consumers' demand for perishable and non-perishable food products
3. Nature of existing business undertaken by traders for different food products.
4. Cropping pattern and marketing behavior of farmers for perishable and non-perishable agricultural commodities in and around Lucknow.

5. Stakeholder analysis to know their perception about Apna Bazar and their preferences for suc-

cessful operationalization of the market.



Kapoor, Sanjeev, Jankiraman, M. and Ali, Jabir. 2006. Apna Bazar (C): Developing Questionnaire for Market Research. IIML Case Series No. 2006_7/03.

The case deals with designing appropriate questionnaires to get the required information for conducting the market research analysis for perishable agricultural commodities. With the help of three formats, it discusses the importance of different parameters for collecting the required information separately from consumers, traders and farmers. The case points out that enough care should be taken to design the questionnaire as any important issue left out would be difficult to

get later. On the other hand, irrelevant question would lead to increase in the cost of data collection. Simultaneously, if any relevant issue is left out at the planning stage, it would be very costly to collect the information again in a separate survey. It is recommended to prepare a brief not giving logic for inclusion of each question (how it would be useful in the study) mentioned in the various questionnaires.

KEYNOTE ADDRESSES DELIVERED

Jain, Anun Kumar. 2007. Emerging Corporate Landscapes: Strategic Issues for Technology Institutes. Delivered the keynote address at TECHNEX 07 Conference, organized by Institut of Technology, BHU, Varanasi, on January 21, 2007. (Prof. Jain also was the Lead Judge at the final round of the

capstone event 'Panchtantrika')

Mohanty, B.K. 2006. Fuzzy Logic in e-Business. Delivered a keynote address at the National Convention of Soft Computing, held at IMT Nagpur, during November 17-18, 2006.

EDITORIAL ASSIGNMENT

Prof. Saji K.B. served as a reviewer on the editorial review board of the conference proceedings of the American Marketing Association's (AMA) 2007 Winter Marketing Educators' Conference held at San Diego, California, USA, during February 16-19, 2007. Prof. Saji worked (with Prof. David A. Campbell of Southern Illinois University and

Prof. Charles H. Noble of the University of Mississippi) for the track 'Marketing Strategy for Value Creation'. Also, Prof. Saji did work with Prof. Peter Boatwright of Carnegie Mellon University and Prof. Craig M. Vogel of University of Cincinnati for the track 'Value Creation via Technology and Innovation'

DISTINCTION

Prof. J.K. Das has been empanelled on the Distinguished Advisory Board of the 2007 INFORMS Marketing Science Conference, to be held at Singapore Management University, Lee Kong

Chian School of Business June 28-30, 2007. (Also available at <http://www.business.smu.edu.sg/mks2007/advisoryboard.asp>).

MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Business Planning and Growth Strategies for World Class Performance for GAIL Executives	Prof. R.K. Srivastava & Prof. D. Tripathi Rao	Lucknow January 22-24, 2007
2.	Project Management	Prof. K.N. Singh & Prof. Sushil Kumar	Lucknow January 29-31, 2007
3.	Training Methods & Skills	Prof. Punam Sahgal	Lucknow January 29-31, 2007
4.	Business Planning and Growth Strategies for World Class Performance for GAIL Executives	Prof. Manoj Kumar & Prof. D. Tripathi Rao	Lucknow February 5-7, 2007
5.	Leadership through Human Values: Discover your Leadership Signature	Prof. Debashis Chatterjee	Lucknow February 5-7, 2007
6.	Finance for Non-Finance Executives	Prof. Madhusudan Karmakar	Lucknow February 5-9, 2007
7.	General Management Programme for Hero Honda Motors Limited	Prof. Archana Shukla	Lucknow February 5-11, 2007
8.	General Mngement Programme	Prof. Archana Shukla	Lucknow February 12-23,2007
9.	Personal Growth through Self Exploration	Prof. Shailendra Singh	Lucknow February 19-23,2007
10.	Prospects of Micro-Finance in Forestry for IFS Officers	Prof Sanjeev Kapoor	Lucknow February 19-23,2007

FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Economic Tools for Better Business Planning	Prof. Sangeeta D. Misra	Lucknow March 06-08, 2007
2.	Contract Management and Dispute Resolution	Prof. D.S. Sengar	Lucknow March 12-14, 2007
3.	Effective Communication for Managerial Success	Prof. Neerja Pande	New Delhi April 9-11, 2007
4.	Organizational Transformation through People: Cross-Cultural Perspective (China Focus)	Prof. Punam Sahgal & Prof. Ajay Singh	IIM Lucknow & Shanghai April 16-27, 2007

CAMPUS EVENT

Twenty First Annual Convocation of the Institute is to be held on March 17, 2006 at the Campus. Shri Kishore Biyani, Group CEO, Future Group & Man-

aging Director, Pantaloon Retail (India) Ltd. has kindly consented to be the Chief Guest and deliver the Convocation Address.

IIML NOIDA CENTRE INAUGURATED



(WMP) on February 07, 2007. Shri Hari Shankar Singhania, Chairman, BoG, IIM Lucknow inaugurated the centre. This marked an important milestone in IIML's two decade long journey. IIML is

The Indian Institute of Management Lucknow, inaugurated its second campus at NOIDA for the three year Working Managers Programme

the first one to set up a second campus.

This is the first foray of any IIM in the national capital region. The academic structure has been designed as a collaborative effort of the academia and the industry, offering solutions for the current global business demands.

An auspicious beginning for this global foray has already been made with the tie-up with San Diego State University (SDSU). IIML Noida campus is the partner for SDSU's first ever "Global Entrepreneurship MBA" which takes participants across



the globe to study in the best business schools.

The first batch of WMP began in July 2005, with an intake of 62. Since the NOIDA

campus was not ready, this was launched through a leased facility. The participants will shift to the new academic block at the campus shortly.

The IIML NOIDA Campus is coming up in 20-acres of beautifully landscaped land in Sector 62 of NOIDA. The academic block inaugurated has 8 lecture halls, 10 syndicate rooms and a big hall to

seat around 90 participants. By the end of October 2007, the campus will have a well-equipped library, a modern computer centre, an automated programme office, academic programme block, furnished hostels with 164 double rooms for PG programmes and 105 single rooms for MDP participants, a large student mess furnished with modern kitchen equipments, a substation, etc. The total constructed area will be 21,378 sq m and will cost Rs. 24.5 crore.



APPOINTMENTS

Shri Pradeep Dhar joined the Institute as Finance & Accounts Officer on fresh appointment, on February 12, 2007.

Shri Dhar has done AICWA. Prior to joining the Institute, he was working in Indian National Centre for Ocean Information Services, Ministry of Earth Sciences, Government of India, Hyderabad as Accounts Officer.



Shri Suraj Kumar Manjhi joined the Institute as Assistant System Analyst on fresh appointment, on January 22, 2007.

Shri Manjhi has done BE (Computer Science & Engg.). Prior to joining the Institute, he was working in Govt. Industrial Training Institute, Mana Camp, Raipur.

FROM THE PRESS

- Even as the Tatas and Mittals take corporate India to the global stage, the country's unique brand of management and leadership skills, with a human touch, continues to attract the world to the Indian shores. Ko Miyataki and Glenn Miyataki, a Japanese couple from the US island-state of Hawaii, are only the latest to feel the pull of this magnet.

The couple is here to attend a session on Leadership and Human Values – Discover

Your Leadership Signature' programme, being organised by Indian Institute of Management - Lucknow professor Debashis Chatterjee at the IIM campus. The three-day seminar began on Monday.

Glenn, earlier engaged with the University of Hawaii and the Fujitsu Company, is now into consultancy business, while wife Ko is a medical rehabilitation expert associated with a Hawaiian hospital.

[Excerpts from The Indian Express,

[Lucknow Newsline), Lucknow,
February 06, 2007, pg.#01]

- Leadership programme, titled 'Leadership Through Human Values: Discover Your Leadership Signature' that began two days back, concluded on an emotional note on Wednesday.

About 25 CEOs from across the globe were in Lucknow at IIM-Lucknow (IIM-L) to attend Prof Debashis Chatterjee's leadership programme.

It was emotional not just because the leadership programme, during the course of which all blended together perfectly, had come to an end. It was so also because it probably was Prof Debashis Chatterjee's last programme at IIM-L.

Nominated by Harvard as among the ten thought leaders of the world, this bespectacled IIM Prof is heading for Singapore, where he would be taking over as dean of a prominent business school.

"This was my ninth leadership programme at IIM-L. Over the years, Lucknow had become my home away from home. So, yes, this programme, which I hope is not my last, was emotional," Prof Chatterjee said.

[Excerpts from The Hindustan Times,
Lucknow February 07, 2007]

- THE INDIAN Institute of Management-Lucknow (IIM-L) will add 147 seats over the next three years, with the additional infrastructure expected to cost around Rs 43 crore, to implement reservation for OBCs.

Increasing the number of seats in a phase-wise manner, the institute would add 45 seats in 2007-08, followed by 55 seats in 2008-09 and 47 seats the next year, IIM-L

Director Dr Devi Singh said on Wednesday on the sidelines of the inauguration of IIM-L's Noida campus here.

He said the additional infrastructure needed to implement the reservation would cost around Rs 43 crore.

[Excerpts from The Hindustan Times, Noida, February 07, 2007]

- Profitable businesses and responsible environmental policies may not have gone hand-in-hand till now. All this may well be changing. Young MBAs are now gearing up to learn ways of making green money. Corporate environment management and study on carbon markets is now finding its way into the MBA courses. Indian Institute of Management, Lucknow (IIM-L) has started a course that seeks to provide students with an understanding of changing relationship between business and environmental management.

"The new course will involve some 15 hours of teaching. According to analysts, India can generate 248 million tonnes of carbon dioxide equivalent or certified emission reduction (CER) units per year, including 78 million tonnes from land-use and plantation projects. India can annually make around \$2,000 million in the clean development mechanism (CDM) projects, and currently accounts for just 13.72% of the global CDM market. There is a tremendous potential for companies to grow in this segment and therefore essential that future managers are made aware of this," said Professor Sushil Kumar, professor of agribusiness and a pioneer of this course.

[Excerpts from The Economic Times, Bangalore, February 08, 2007]

- THE INDIAN Institute of Management Lucknow (IIM-L) opened a campus in Noida on Wednesday, on the outskirts of the national capital that will focus on updating the skills and knowledge of working professionals.

The campus, spread over 20 acres and built at a cost of Rs. 60 crore, will cater to working professionals in Delhi and nearby areas. IIM-L chairman Hari Shankar Singhania told reporters after inaugurating the Noida branch.

IIM-L, he said, is the first IIM to start a second campus.

"In keeping with its vision of becoming a global, socially conscious and integrated centre of learning, contributing towards management development both in India and abroad. IIM-L Noida campus will be the centre of management excellence and march ahead with global tie-ups and world class programmes," he said.

[Excerpts from The Hindustan Times (HT-Next), New Delhi, February 08, 2007]

- The new branch of Indian Institute of Management-Lucknow at Noida, Sector 62, will offer three year post graduate programme in management exclusively for the working managers (WMP).

This was declared by Mr. Hari Shankar Singhania, Chairman, IIM-L, while inaugurating the branch.

The programme has an intake of 62 students and requires minimum of three years of working experience.

"IIM-L is looking forward to begin new programmes for working executives, entrepreneurs and professionals who want

to enhance their knowledge and skills in a formal setting while continuing to be engaged in their on-going professions and business", said Mr. Singhania.

"We are currently in talks with several leading national and international corporate houses. We hope to begin our first Management Development Programme in September 2007", said Professor Jitender K Dad, Dean Noida campus.

[Excerpts from The Statesman, New Delhi, February 08, 2007]

- Despite the Union HRD ministry's assurance that premier institutes and Central Universities will not have to compromise on quality over quantity, hurdles are surfacing in the implementation of the 27 per cent reservation for OBCs.

The Indian Institute of Management, Lucknow which will add 147 seats over the next three years at an additional cost of Rs.43 crores, is in a dilemma with the government granting it only 20 teachers when it had asked for 60 additional teachers to meet the faculty crunch.

The IIM-L currently has 300 seats and 60 faculty members. As part of its reservation implementation plan, the institute is planning to introduce 45 seats in 2007-2008, increase another 55 seats in 2008-2009, and another 47 seats in 2009-2010.

According to IIM-L Director Devi Singh, the number of faculty sanctioned by ministry is inefficient as it will not help it in maintaining the 1:10 student teacher ratio.

[Excerpts from The Asian Age, New Delhi, February 08, 2007]

- Indian Institute of Management Lucknow (IIM-L) has opened a campus here on the

outskirts of the national capital that will focus on updating the skills and knowledge of working professionals.

The campus spread over 20 acres and built at a cost of Rs. 60 crore, will cater to working professionals in Delhi and nearby areas, the IIML Chairman, Mr. Hari Shankar Singhania, told reporters after inaugurating the Noida branch.

IIML, he said is the first IIM to start a second campus. "In keeping with its vision to becoming a global, socially conscious and integrated centre of learning contributing towards management development both in India and abroad, IIML Noida campus will be the centre of management excellence and march ahead with global tie-ups and world class programmes", he said.

[Excerpts from The Hindu Business Line, New Delhi, February 08, 2007]

- Emerging sectors such as retail, real estate, pharma, private equity and infrastructure are overtaking traditional recruiters like IT and finance in lateral placements at business schools this year.

...The rapid growth in sunshine sectors has forced companies to hunt for mid- and senior-level executives at premier B-schools.

At IIM-Lucknow (IIM-L), Reliance Retail, RPG Group and Essar Group have been the large recruiters, apart from the Tata group, Birlas and the Hindujas.

"There is a lot of demand for talent in fast-growing industries like retail. Interestingly, even students feel these sectors offer exciting career opportunities," said Kinrupa Shankar, member of placement committee, IIML.

At IIM-L, 35 companies have so far made 100 offers to 80 students eligible to participate in lateral placements.

[Excerpts from Business Standard, New Delhi, February 16, 2007]

- Lateral placement process at IIM Lucknow this year saw new records and the emergence of encouraging trends. IT firms, for a change, took a backseat and a whole lot of new companies took over

Bristlecone, an internationally renowned supply chain consulting, offered senior profiles for people interested in operations and supply chain management.

PWC offered profiles ranging from government reforms and infrastructure programmes to technology advisory services and business solutions.

A significant number of financial firms and banks offered international profiles as well. The median salary was Rs 11.5 lakh per annum, up by almost 30 per cent over last year's average figure of Rs 9 lakh for lateral placements.

[Excerpts from Business Standard, New Mumbai, February 19, 2007]

GYANODAYA – RECENT ARRIVALS

- 1 Bandyopadhyay, A [et al.]. 2005. Sustainable Agriculture. New Delhi: Northern Book Centre: 326p.
- 2 Bdm, Stephen [et al.] (Eds.). 2006. Against Automobiles. Malden: Blackwell: 259p.
- 3 Coelho, Paulo. 2005. Like the Flowing River: Thoughts and Reflections. London: HarperCollins: 232p.

- 4 Davis, Darryl N. (Ed.). 2005. Vision of Mind: Architectures for Cognition and Affect. Hershey: Information Science Publishing: 340p.
- 5 Mourkogiannis, Nikos. 2006. Purpose: The Starting Point of Great Companies. New York: Palgrave: 253p.
- 6 Nichols, Randall K. and Lekkas, Panos C. 2006. Wireless Security: Models, Threats and Solutions. New Delhi: TMH: 657p.
- 7 Rollino, David [et al.]. 2006. Hacker's Challenge 3: 20 Brand New Forensic Scenarios and Solutions. New Delhi: TMH: 378p.
- 8 Subrdto, Bagchi. 2006. The High Performance Entrepreneur: Golden Rules for Success in Today's World, New Delhi: Penguin: 244p.
- 9 Tripathi, Dwijendra and Jumani, Jyoti. 2007. The Concise Oxford History of Indian Business. New Delhi: OUP: 265p.
10. Yoshihara, Hiroaki and McCarthy, MaryPat. 2006. Designed to Win: Strategies for Building a Thriving Global Business. New Delhi: TMH: 274p.

[Note: More books/reports can be accessed at <http://192.168.1.13/ca1006.pdf>]