



Indian Institute of Management Lucknow



NEWSLETTER

Vol. XV Nos. 1-2

January 2008

Patience serves as a protection against wrongs as clothes do against cold. For if you put on more clothes as the cold increases, it will have no power to hurt you. So in like manner you must grow in patience when you meet with great wrongs, and they will then be powerless to vex your mind.

— Leonardo da Vinci

RESEARCH PUBLICATIONS

INTERNATIONAL PAPERS



Sahgal, P. 2008. "Gender Discrimination: Beliefs and Experiences". A Comparative Perspective of Women and Men, *Journal of International Women's Studies*, Vol. 9(1).

Gender roles are learnt through the socialization process and subsequently extend to the work context where women and men are believed to have different characteristics and are therefore treated differently. The pervasiveness of workplace gender differences influence hiring practices and career growth opportunities for women. Gender-based work behavior differences are perceived to be much

greater in male dominated professions. This paper analyses the beliefs and unique experiences of women in a police department in India. Using a comparative perspective, it examines the issues and challenges relating to women in police posed by the more recent entry of women in the service and the concomitant experiences of policemen.



Kumar, P. and Priyadarshi, P. 2008. "Organizational Culture and Effectiveness: A Study of NGOs Working in the Area of Health in India". *Academy of Taiwan Business Management Review*, Vol. 3(3).

The present study is an attempt to understand the nature and pattern of organizational culture among Non – Governmental Organizations (NGOs) working in the area of health in the multicultural context of India. The study focuses on NGOs, because of their strategic importance in the social and developmental sector and the rich diversity they provide in terms of sectoral differences and cultural settings in which they operate. The role of NGOs has been given utmost importance by the government as well as developmental agencies by seeing their value addition through committed performance and reach at the grass root level in rural India. It was thought to find out the values

practiced by the members of these organizations as well as the differences across the states. It was aimed to find out the impact of organizational culture on organizational commitment and organizational morale as determinants of organizational effectiveness in the same organizations. This study brings in a new dimension of understanding NGOs' dynamics so that it may fit in well with the larger community at one hand and the government as well as the donor agency on the other hand. This would also definitely provide a direction in understanding the local regional/ sectoral culture's influence on the operations of NGOs.



Dash, S.B., Bruning, Ed, Guin, K.K. 2008. "Antecedents of Long-Term Buyer-Seller Relationships: A Cross-Cultural Integration", *Academy of Marketing Science Review Special issue on Cross Cultural Issues in Marketing Research*, Vol. 2007, Article no.11: 1-29.

This paper reviews past literature and proposes a model to compare the antecedents of buyer-seller long-term relationships across different cultures. Drawing on organizational buying behavior and channel relationship theories, a comprehensive causal model is developed of the moderating function national culture plays in determining long-term buyer-seller relationships. Our conceptual model is based on Hofstede's national culture dimensions—individualism, power distance, uncertainty avoidance and masculinity/femininity—that

alter the form of the relationship between antecedents and outcome variables. The paper ends with concluding remarks and suggestions for future research for enhancing the development of cross-cultural relationship marketing theory. Our paper offers a more comprehensive understanding of the similarities and differences in the relative importance of key 'success' variables contributing to long-term buyer-seller relationships on a global basis.



Singh, S. and Bhattacharya, A. 2007. "Work Values Scale: A Confirmatory Factor Analytic Study". *Asia-Pacific Business Review*, 3(2), 92-101.



This paper attempts to address two issues: describe the difference between Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) and to examine whether the factor structure of 'Work values Scale' developed by Blood (1969) on U.S. sample holds valid in India. The participants in the study were equitably drawn: 250 junior and middle level managers from seven private and three public sector work organizations of north India. Their age ranged from 28 to 57 years. These executives belonged to wide range of functional areas, including accounts, engineering, personnel, production, quality control, R and D and sales. An attempt was made to represent most of the departments as far as practicable. The average job experience of the respondents was 11.13 years and their

educational qualification was a University or College Graduation or equivalent professional training. The most striking difference between EFA and CFA is of investigators' theory. In EFA, the investigator may not have any theoretical hypothesis in mind and may examine common structure underlying the data. On the other hand in CFA, investigators have prior information and theoretical basis of hypothesis regarding structure of the data and seek to confirm or reject the hypothesized structure. Based on Blood (1969), we proposed that work values scale will have two factors: Protestant Work Value and Non-Protestant Work Value. Data confirmed two-factor structure solution. Thus the study suggests that there is a cross-cultural similarity among US and Indian managers on work values scale.

BOOK CHAPTERS



Saji, K.B. 2008. "Foreign Market Entry by SIFL". In: Michael R. Czinkota, Ilka A. Ronkainen, Catherine Sutton-Brady, and Tim Beal. *International Marketing, First Asia Pacific Edition*, Thomson Learning Australia, Melbourne, Australia. (ISBN: 9780170130073).

Most firms can not simply jump onto international marketing and expect to be successful. As new

activities in an unfamiliar environment increase the risk, companies must prepare their activities

so as to adjust to the challenges of the international markets for becoming the long-term participants. It is in this perspective that a research based case on foreign market entry has been pre-

pared by looking at the internationalization efforts of SIFL, a South Indian firm that had demonstrated competence in marketing processed foods.



Ganguly, B. (FPM Student) and **Dash, S.B.** 2008. "Cultural Influences on Antecedents and Consequence of Trust in e-Governance: A Conceptual Framework". In Jaijit Bhattacharya (ed.), *Towards next generation e-government GIFT*, New Delhi: 153-164.



This paper reviews past literature and proposes a model to compare the antecedents and consequence of trust in online transactions in the domain of e-governance across different cultures. A comprehensive causal model is developed in which the 'culture' plays a moderating role in determining online transaction intention. Our conceptual model is based on Hofstede's national culture dimensions—individualism/

collectivism, power distance, uncertainty avoidance and masculinity/femininity—that moderates the relationship between the antecedents of trust, trust and transaction intention. Our paper offers insights in the similarities and the differences in the relative importance of key variables contributing to trust and transaction intention in e-governance on a global basis.



CONFERENCE /WORKSHOP PAPERS



Kumar, R. and **Srivastava, S.K.** 2008. "Improving the Sales and Operations Planning Process", abstract published in the proceedings of the 11th Annual International Conference of the Society of Operations Management, Symbiosis Institute of Operations Management, Nashik, December 21–23, 2007.

Manufacturing Planning & Control (MPC) approach, primarily at the Sales and Operations Planning (S&OP) and Master Scheduling levels, has a significant mediating role in improving firm performance. It is through S&OP that many firms are able to achieve sustainable growth without significant investment in new plant and equipment. Research establishes a clear and direct link between S&OP and growth, profitability and customer satisfaction. Literature suggests that in many cases, the S&OP effort fails to meet their potential because firm and their executives are unsure of what the key

objectives of an S&OP program really are. Our work tries to address many such practical issues for improving the S&OP process. We first define the key objectives of the S&OP process and thereafter define clearly the role of various stakeholders such as the demand planner. We suggest what should be discussed in S&OP meetings and provide a framework for ownership of business forecast over an 18-period time horizon in context of FMCG sector. We also suggest a platform to align the plans on a continuous basis so as to avoid surprises.



Srivastava, S.K. 2008. "Reverse Auctions: Indian Experience", abstract published in the proceedings of the 11th Annual International Conference of the Society of Operations Management, Symbiosis Institute of Operations Management, Nashik, December 21–23, 2007.

Reverse auctions which enable suppliers to compete on-line in real time, are changing the way firms and their consortia select their suppliers worldwide. India too has not been untouched and reverse auctions are being done across items, industries and sectors since the beginning of this decade. There seem to be a great potential for some innovative applications. Some novel applications have already been tried. There seem to be a few barriers and limitations as well. All this motivated our present exploratory study wherein we take an overview of reverse auctions in the Indian context deriving important managerial

implications through case studies of the reverse auction process of six firms across five sectors. We focus on pre-bid, on-line bidding and post-bid processes so as to explore how the seven large firms in different industries learned to use reverse auctions, and how these were integrated into their purchasing processes. Key observations related to tactics of suppliers and responses of buyers, the information revelation options available and exercised are drawn from the case studies. Finally, we suggest the type of items, industries and sectors where reverse auction (RA) seems to be more suitable and present implications for managers.



Raj, P. (FPM Student) and **Srivastava, R.K.** 2008. "A Linear Goal Programming Formulation for the Spatial Scheduling Problem", presented at the 11th Annual Conference of the Society of Operations Management, held at SIOM Nashik, December 21-23, 2007.

Scheduling in general denotes temporal scheduling. Utilization of resources like

machine typically depends on - for how much time it has been occupied by a job. However if

the resource consists of a spatial layout which can be occupied in different ways by available jobs, it becomes important to consider the spatial allocation of the resource along with the time based allocation for these jobs. Work plates, docks, bays, space served by cranes etc are such resources. Spatial scheduling which addresses the problem of 'where to schedule' (spatial concern) together with 'when to schedule' (temporal concern) becomes important for all industries and applications which deal with such resources. In industries like shipbuilding

and aerospace, products or assembled parts occupy large spaces and are heavy. To handle these heavy and large products, expensive spatial resources like cranes and docks are utilized. These resources are often the bottleneck resources and need to be utilized as much as possible. Construction sites, ware houses, large retail stores and container stacking sites are other areas which use similar resources and can benefit from spatial scheduling applications.



Jena, D. (FPM Student) and **Srivastava, R.K.** 2008. "Breakthrough Process Improvements in Watch Component Industry: A Case Study", Presented at the 11th Annual Conference of the Society of Operations Management, held at SIOM Nashik, December 21-23, 2007.



Breakthrough process improvements projects, which are undertaken to tackle operations management problems, pose significant challenges to development teams. In such settings, existing approaches are limited or inappropriate and objectives are ambiguous. A clear gap in literature still exists between engineering oriented tools (such as TRIZ, QC, Six Sigma) and business process redesign (BPR) oriented models when it comes to marrying process ideas with the enabling technology while ensuring maximum impact for the innovation. The problem gets further compounded for industries where major technological and process development is traditionally carried out by equipment manufacturers and hence limited control over the process innovation efforts of equipment

suppliers and designers.

Using watch component manufacturer as a case study, authors present a hierarchical model of process innovation in a multi-project environment especially involving third-party led retrospective process improvement initiatives. The model provides a framework for understanding the process of process innovation in watch dial manufacturing, as well as the possible roles of consultants, the equipment/process design suppliers, and the operating companies throughout this evolution. The applicability of this process improvement approach to other manufacturing industries has also been deductively verified although not incorporated in the current paper.



Sonia, 2008. "Staged Decision Making in Transportation Problem", paper presented at the International Conference on 'Nonconvex Programming: Local and Global Approaches' (Theory, Algorithms and Applications), held at National Institute for Applied Sciences- Rouen, France during December 17-21, 2007 .

Quite often hierarchical ordering in decision making process and/or preferred status given to some sources or source-destination links leads to two stage optimization, in particular, and multistage optimization, in general, over transportation polytope. First, the system controllers (called Stage-I decision makers) will

ship all the resources from the Stage-I sources to meet partially the demands of the destinations. Next, the shipment would be done from the Stage-II sources by the lower level decision makers (called Stage-II decision makers) to meet the left over demand of the destinations. Transportation is assumed to be

done in parallel in both the levels. That partition of the sources is required for which the sum of shipment times in Stage-I and Stage-II transportation is the minimum. A polynomial

algorithm, based on the standard time minimizing transportation problem and the best partition scheme, is proposed to find the global optimal solution of the discussed problem.



Sonia, 2008. "On Minimization of Time in Two-Stage Transportation Problem", paper presented at the International Conference on 'Nonconvex Programming: Local and Global Approaches' (Theory, Algorithms and Applications), held at National Institute for Applied Sciences- Rouen, France during December 17-21, 2007.

There arise in practice, the transportation problems where some imperative constraints lead to the transportation phenomena to the two stages i.e. shipment is forced to be done twice in one stage followed by the other. Such problems are termed as Two-stage transportation problems with objective being minimization of the sum of the first and second stage shipment times. In this paper, a two-stage

transportation problem is addressed in which the total availability of a homogeneous product at the sources exceeds the minimum requirement of the same at the destination points. The aim is to find that feasible solution for which the sum of the transportation times in the two stages is the minimum. A polynomial run-time algorithm is proposed to solve the above problem to optimality.



Rao, D.T. and Ghosh, P. (Associate, Standard Chartered Bank, Chennai), 2008. "The Preparedness of Indian Banks in Managing Operational Risk", paper presented at International Conference on 'Issues in Finance - Theory and Empirics', organised by Centre for Advanced Studies, Department of Economics, Jadavpur University, Kolkata during January 2-3, 2008.

While recent incidents of catastrophic business failures and Basel II requirement of capital charge for operational risk (OR) have increased the awareness about OR, yet it has also sparked a debate about the quantification of it. We analyze the compelling reasons for objective and effective management of OR, and briefly recall the present methods for measuring and modeling OR. Subsequently, through the results of a survey to take a stock of the preparedness of Indian banks in managing OR, we find the

banking industry is still in its preparatory stage and is constrained in implementing a sound OR management system as they lack in risk transfer and quantification it. Lastly, we suggest that, using full information content of loss data using real-time of data of an Indian public sector bank, the covariate approach, an extension to the standard Extreme Value Theory (EVT), which is capable of taking context dependency and non-stationarity in to account, is a better methodology in measuring and quantifying OR.



Rao, D.T. and **Bansal, H** (PGP IIInd Year Student), 2008. "Macroeconomic - Business Model for Infrastructure Investment in India", paper presented at International Conference on Transport System Studies (ICOTS) - 2008, organised by Walchand Hirachand Unit in Transport Economics, Department of Economics, University of Mumbai under the auspices of Association of Transport Development in India (ATDI) during January 10-12, 2008.



Gol in recent days has undertaken some important projects like Golden Quadrilateral, Metro Rail System and Greenfield Airport

Projects, reflecting seriousness in its policy initiatives. Given these developments, we identify and construct an infrastructure

investment model with possible minimum variables for the Indian economy to measure the exact impact of infrastructure investment on year-on-year GDP growth and to estimate the future need of desired investment in some of the key infrastructure sectors. Besides, we study the long-term “crowding in” effect of public investment on private investment. Although, along the lines of classical model of investment wherein the regression is fitted between capital stock and GDP growth, to get isolated effects on GDP, may not give a dynamic model, yet it is useful in

highlighting the role of infrastructure investment on future GDP growth. Moreover, the estimates of investments can be used further in developing a comprehensive infrastructure model. We also study the trends in key infrastructure investment in sectors such as, transportation, power, IT & telecom, and construction. Finally, the paper discusses what constrains investment in infrastructure as well as the analytical basis for alternative means of infrastructure investment involving different public-private partnership (PPP) models.



Singh, S. 2008. “Conflict in Organizations: A Case of Health Sector”, paper presented at XVII Annual Convention of National Academy of Psychology India, hosted by Department of Humanities and Social Sciences, Indian Institute of Technology Kanpur, India during December 17-19, 2007.

This paper reviewed the literature on conflict in organizations and examined nature and incidence of conflict and conflict management strategies in health care organizations in public sector. Psycho-Info was used as a data source for literature on conflict management while PROD database was used as documented source of conflict and conflict management strategy. The study found that academic literature has major emphasis on conflict management styles and preferences. Five styles or preference: Competing, Avoiding, Smoothing, Compromising, and Collaborating or variant of the same have been frequently reported to be used. Conflict process model has been less frequently cited. Field realities as evident from PROD database are more complex than what is represented in the literature. For example, State

Governments give subsidized medical education to students, with the hope that students will join State Medical Services, but students prefer to join other attractive options; State Governments want that medical officers posted in rural areas stay on the rural hospitals and serve the inpatients and outpatients well, medical officers feel there is not adequate civic facility in the rural areas, thus they are not available to patients even in office hours, due to commuting delays and absenteeism. Conflicts are many more. Conflict resolution strategies are also multifarious and conflict management requires iterative steps. Dialogue and active and participative problem solving have been the most common theme in conflict resolution.



Singh, S., Singh, K.N. and Bhattacharya, A. 2008. “High performance organizations: Relationship with Human Resource Policies and Practices”, paper presented at XVII Annual Convention of National Academy of Psychology India, hosted by Department of Humanities



and Social Sciences, Indian Institute of Technology Kanpur, India during December 17-19, 2007.

Human resource managers are constantly experiencing challenge to demonstrate that their interventions are making value addition to organizational outcomes including financial results and talent retention. Evidence from western studies suggests that HR do contribute

to firm performance. We want to add further evidence to HR policy and organizational performance linkage. We have tried to examine the relationship between organizational performance and HR policies and practices. Based on literature review of best HR practices, Strategic

Human Resource Management, we hypothesized that HR policies and practices will be positively related to organizational performance. The data used in this study were collected from 49 organizations consisting of 18 public sector and 31 private sector enterprises. The participating organizations represented a diverse set of industries including energy, finance and banking, insurance, automobiles, heavy engineering, electrical and electronics, consumer goods, consumer durables, pharmaceutical etc. Respondents were top, senior and middle level executives from diverse functions. While generating organization level indices we aggregated individual level data if the same satisfied the inter-rater agreement criteria of .60. HR Policy measure consisted of 15 items and responses revealed three factors when subjected to factor analysis: 1. Motivational HR policies, 2. Empowerment, and 3. Meritocracy. Organizational performance measure consisted of 15 items and revealed three factors: 1. Generic Performance including performance in people,

quality, adaptability and governance areas, 2. financial robustness, and 3. Performance in social responsibility area. Overall performance was also measured through a single item measure. Pearson's correlation and step-wise regression analysis were used to examine the relationship between HR policies and practices and organizational performance. Results revealed that Generic Performance and Financial robustness were positively correlated with the three dimensions of HR policies while only meritocracy was positively related to social responsibility. Regression analysis results revealed that generic performance was significantly related to motivational HR policies and Empowerment while Empowerment and Meritocracy emerged significant predictors of financial robustness and social responsibility respectively. Empowerment and Meritocracy also emerged as significant predictors of overall performance. Implications, limitations of the study and directions for future research were discussed.



Srivastava, A. 2008. "Organizational Commitment: Relationship with Occupational Stress", paper presented at XVII Annual Convention of National Academy of Psychology India, hosted by Department of Humanities and Social Sciences, Indian Institute of Technology Kanpur, India during December 17-19, 2007.

Organizational excellence and high performance emphasized the importance of securing commitment of the employees to organizational goals and purpose. The higher level of performance and productivity result when employees are more committed to the organization, take pride in organizational membership, and believe in its goals and values. In most work situations jobs, our stress response causes our commitment is suffer. A calm, committed, and sensitive approach is usually called for in dealing with most difficult problems at work., so it has hypothesized that organizational commitment is negatively correlated with stress, which are most important factors for employee's high performance. The study attempted to examine the effect of

occupational stress on organizational commitment and job involvement. The Occupational Stress Index developed and standardized by Srivastava and Singh (1981), the Organizational Commitment Scale developed and standardized by Modway, Steers, and Porter, (1979) and administered on a sample of 300 managers, assistant managers and supervisors from different public and private industries of Uttar Pradesh. Correlation analysis has been done. Results reveal that role overload role ambiguity, role conflict, unreasonable group and political pressure, responsibility for persons, under participation, powerlessness, poor peer relation, low status, and strenuous working condition are negatively correlated with organizational commitment.



Sahadevan, K.G. 2008. "Services revolution: some evidence on india's experience in harmonizing growth with equity and sustainability", paper presented at and published in the refereed proceedings of the 6th International Conference of the Japan Economic Policy Association on 'Economic Growth and Differentials' held at Hosei University in Tokyo, Japan during December 8-9, 2007.

The paper examines the phenomenon of tertiarisation and its implications for achieving stable, sustainable and unbiased growth in India. The empirical evidence reveals that post-reform growth has become more stable as compared to that in 1980s, and that the tertiary sector has become the engine of growth during the post-1984 period. The Chow (1960) test evidence supports the structural shift in services sector in 1984-85. It is observed that in the process of tertiarisation the rural share in national output has dipped substantially between 1970-71 and 1999-2000. The deteriorating share of rural India's share in agriculture and services and the resulting loss of its purchasing power has not been compensated by a matching increase in its share in industrial production which in turn failed to achieve the objective of unbiased and inclusive

growth. The urban bias in distribution of national income has reflected in higher household saving rates which indicate that the 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. The weakening linkage that the service sector has with agriculture and industry during the post-1984 period bears long-term implications for the sustainability of growth. There has been a decrease in the growth rate of total factor productivity in the manufacturing sector during the post-reform period. In view of this it is argued that the structural shift achieved through non-key factors and with low investments has reduced the rate of innovation and technological progress.



Sahadevan, K.G. 2008. "The Potentials of Warehouse Receipt System for Financing and Marketing of Commodities - A Case Study of Potato Markets in Uttar Pradesh", paper presented at the 21st National Conference on Agricultural Marketing organized jointly by Indian Society of Agricultural Marketing and Tamil Nadu Agricultural University at Madurai during December 20-22, 2007.

The paper examines the relevance of developing warehouse receipt (WR) system for improving the supply chain, and for ensuring low cost formal finance and better price margin to farmers with a case study of potato markets in Uttar Pradesh. In view of the unsustainable direct price subsidy and priority lending, the potentials of a market driven system in the form of WRs for enhancing the direct credit availability and for improving the supply chain is enormous. The study shows that the market for potato provides an ideal case for

developing a formal WR system for achieving profitable and sustainable farming. In view of the prevailing long and exploitative supply chain and informal marketing networks in potato markets an integrated chain of collateral services network comprises of credible warehouses, collateral management and lending institutions and commodity exchanges that provide secondary market for WRs can collectively benefit farmers and promote sustainable growth of potato markets in Uttar Pradesh.



Agarwal, Y. and Sharma, P.(IIT Kanpur) 2008. "A Benders' Partitioning Based Heuristic for Optimal Communications Spanning Tree Problem", paper presented in International Conference on 'Modeling, Computation and Optimization', held at ISI, Delhi during January 9-10, 2008.

Optical Communication Spanning Tree (OCST) problem is a special case of the Network Design Problem. We are given a graph G , a set of traffic requirements d_{ij} , and flow costs c_{ij} for each edge (i,j) . For any tree T defined over graph G , the cost of communication for node pair (s,t) is the sum of c_{ij} values along the unique path from s to t in T multiplied by d_{st} . The total cost of the given tree is the sum of these communication costs for all node pairs. The objective is to find a tree T that minimizes this cost. Ahuja and Murty have presented a greedy neighborhood search heuristic for solving the problem. We formulate the problem as a mixed integer program, and apply the Bender's Partitioning approach to it.

We show that the after fixing the values integer variables for a given tree, the dual of the resulting problem is very easy to solve. This dual solution is used to generate a cut of the Benders' master problem. Rather than solving the master problem directly as an integer program, we use the neighborhood search approach similar to that used by Ahuja and Murty. The algorithm proposed by us evaluates the Benders' objective function at each neighboring tree, and moves to the neighbor that minimizes this objective function. A new cut for the master problem is generated from the new solution and added to the master problem. In order to achieve faster convergence some constraints are imposed on the search.



Agarwal, Y. and Aneja, Y.P. (Univ. of Windsor, Canada) 2008. "Polyhedral Structure of the Fixed Charge Transportation Problem", paper presented in International Conference on 'Modeling, Computation and Optimization', held at ISI, Delhi during January 9-10, 2008.

We consider the well-known Fixed Charge Transportation Problem. We are given an index set S of m sources s_1, s_2, \dots, s_m with positive respective supplies $a_i, i \in S$, and an index set T of n sinks t_1, t_2, \dots, t_n with positive demands $d_j, j \in T$. The problem is assumed to be balanced, i.e. $\sum_{i \in S} a_i = \sum_{j \in T} d_j = D$. We consider the so called "pure" version of the problem in which there are no flow costs, but a fixed non-negative cost c_{ij} is incurred if a positive quantity is shipped from source s_i to sink t_j . The problem can be formulated as the following Mixed Integer Programme with flow variables x_{ij} representing flow from s_i to t_j , and binary variables y_{ij} representing the open routes.

We define $m_{ij} = \min\{s_i, t_j\}$. This is the maximum flow that can take place on edge (i, j) .

We develop simple heuristics as well as exact procedure for identifying the violated inequalities. A comparison between the two on small test problems shows the effectiveness of the heuristics. Computational results of randomly generated problems with $n = m = 15$ show that the facet inequalities identified by us lead to a substantial increase in the LP lower-bound. The addition to these inequalities also significantly decreases the solution time of FCTP by standard branch and bound technique.

NEWSPAPER ARTICLE

Venkat, Vani (Copy Editor-METAMORPHOSIS). 'Well Done India'. (Opinion Page) The Hindu, 22 January 2008.

LECTURES/KEYNOTES/ADDRESSES DELIVERED

Prof. Bharat Bhasker delivered a talk titled "Whether IT Matters?" at the Annual General Meeting of Computer Society of India, Lucknow on December 9, 2007.

EDITORIAL ASSIGNMENTS

- **Prof. Shailendra Singh** edited LMA Annual Convention Journal 2007 of Lucknow Management Association released on November 16, 2007.
- **Prof. Saji K.B.** served in the programme committee and on the editorial review board of the conference proceedings of the 2007 Annual Conference of Society for Marketing Advances (SMA) held at San Antonio, TX, USA during November 7-10, 2007. **Prof. Saji** worked (with Prof. Julie Anna Guidry and Prof. Judith Anne Garretson Folse of Louisiana State University, Baton Rouge, LA) for the *e-Commerce* track; and (with Prof. Michael J. Dorsch of the Clemson University, Clemson, SC) for the *Marketing Theory and Practice* track.

OTHER ASSIGNMENTS

- **Prof Bharat Bhasker** chaired a session on "Information Technology" in the 'Interdependence, Integration & Co-creation' (IIC 07) conference, organized by Jaipuria Institute of Management Lucknow during December 2-3, 2007
- **Prof. Shailendra Singh** participated in XVII Annual Convention of National Academy of Psychology India hosted by Department of Humanities and Social Sciences, Indian Institute of Technology Kanpur, India during December 17-19, 2007 and Chaired a Session on Health Psychology.

... served as Co-Chair of Organizational Behaviour –Human Resource Management Chapter of NAOP

... served as Co-Chair of a symposium titled "Enhancing Performance in Organizations"

BEST PAPER AWARD

Paper Presented by **Prof. S.B. Dash** and **B. Ganguly** (FPM Student) titled "Cultural Influences on Antecedents and Consequence of Trust in e-governance: A Conceptual Framework", presented at the 5th International Conference on 'E-governance' at Hyderabad on December 30, 2007 has been adjudged the Best Paper in Theme: Towards Next Generation E-Government (Privacy and Security).

COMMUNITY AFFAIRS

58th Republic Day

Republic Day Celebrations started with the Flag Hoisting and National Anthem by the Institute's Director, **Dr. Devi Singh** at 09:00 a.m. This was followed by colourful cultural programme put up by the community children.

Sports Activities (50 and 100 Meter Race Competition for Ladies and Gents) and Fancy Dress, Mono acting, Mimicry, Jocks, celebration for IIML Community **Community (EWC).**



for Girls and Boys); **Talk and Walk** (Walking **Cultural Activities** (Dance Competition, Gitar.. etc.) were also the part of the members, organised by **Employee Welfare**

STUDENT ACTIVITIES

MANFEST' 08

Manfest 2008 – Annual Business Conclave, IIM Lucknow is an ISO 9001:2000 Certified Event that has metamorphosed into one of the largest and most awaited events across all b-schools in the country. This year, Manfest organised during January 11-13, 2008, was woven around the theme '**Mobilizing Minds, Transforming Thoughts**' and aims to capture the essence of Indian thinkers and organizations making big pioneering strides in the global arena. The plethora of innovative events started with the official inauguration by **Dr. Devi Singh** – Director; IIM Lucknow; **Prof. Amita Mittal** – Students Affairs Chairperson, IIM Lucknow; **Mr. Narendra Ambwani** – MD, J&J Consumers and **Mr. G.V.N. Apparao** – VP, Technology CTS. This was followed by the release of Gravitas- the annual Manfest publication. Title and the Associate Title Partner for the Manfest were 'Cognizant' and 'ICICI Securities' respectively. List of Events is as follows:



Leaders' Express

LEADERS' EXPRESS the **speakers' forum**, invites luminaries from across the world to share their thoughts at Manfest. It has been host to some of the greatest personalities like **Mr. Rajat Gupta**, CEO McKinsey; **Mr. Sam Pitroda**, Father of Indian Telecom Revolution; **Mr. Kishore Biyani**, MD, Pantaloon Retail and **Mr. Rajyavardhan Rathore**, Olympic Medalist. This year at Manfest 2008, the speakers included: **Narendra Ambwani** – President & MD, Jonhson & Johnson India; **Dabbahwallas** – Famous as a case study for their Six Sigma functioning; **Gautam Gandhi** – Fulbright scholar, Roseman Canfield Entrepreneur of the year; **Lord Hameed** – Member of House of Lords, Awarded Padma Shri; **Harish Bijoor** – CEO, Harish Bijoor Consultants

Entertainment & Media Conclave

The Conclave aims at discussing Entertainment & Media Industry – The road ahead. The Leaders who attended the Conclave were: **Indrani Mukerjea** - CEO, INX Media; **Partho Dasgupta** - CEO, Future Media; Editor of Fianancial Express; **Tarun Tripathi** - Head, MySpace India, IIM Lucknow alumnus

The Lucknow Conclave

The discussion presided by **Mr. Jayant Krishna, TCS**. The event includes an interesting address by London-based **Lord (Dr.) Khalid Hameed**, Chairman & CEO of the London International Hospital on "Management, Ethics and Governance: Experiences from London".

Social Entrepreneurship: The Role of Stakeholders

This is a forum for leaders to elucidate and direct the efforts of the concerned parties (MBA's in particular) in making a meaningful contribution to the society. Eminent personalities presented were: **Mr. Sangeeth Varghese**, Founder, LeadCap Organisation and Director, Defussion and Voice of Youth; **Mrs. Amita Puri**, General Manager, Resource Generation, CRY; **Mr. Jagdish Gandhi**, Founder Manager, CMS; **Dr. Anil Gupta**, Prof., IIM A, Co-ordinator, SRISTI and Honey Bee Network, Executive Vice Chair, National Innovation Foundation; **Dr. Himanshu Rai**, Moderator, Prof. IIM L.



Biz Quiz

The Business Quiz at Manfest, scored a centum amongst the B School community. In the past, Biz Quiz has been hosted by the likes of Siddhartha Basu and Derek O Brein. This time Mr. Giri "Pickbrain" Balasubramaniam, host of Tata Crucibles was invited as the host for the event.

Professional Nights

Pronites is about captivating performances and serious fun. The event had seen the excellent performance by 3 professional bands this time. Parikrama, the premier band of Indian Rock; Mohit Chauhan and band of Silk Route (Rang De Basanti and Jab We Met fame) and Euphoria.

Manfest On-line

It generated 3.3 million clicks on the website and offered prizes worth INR 1.5 lacs.

Treatise – The International Thought Challenge

This event invited paper from B-Schools across continents. Some of the participating Schools were NUS, Singapore, University of Malaysia, University of Nottingham, University of Pennsylvania & Stanford.

Biz Theatre

It focused on the collection of live consulting assignments, simulation games and paper writing contest across all verticals of management.

Nirvaan – The Entrepreneurship Challenge

The past years have seen a clear shift from traditional management responsibilities to entrepreneurial ventures. Nirvaan captures and promotes this spirit.

Call for Arms – The Battle of B-Schools

The crème-de-la-crème from the top B-Schools of the country fights it out in the quest to become the B-School of the year. The event tests the participant's functional competence, aptitude, general awareness and creativity.

Next CEO

Not everyone is fit to be a CEO. Only a chosen few can lead. The event tests participants on various aspects of management including knowledge and soft skills. The participants were the cream of the chosen few colleges.

Abhivaykti- Tajmahal ka Tender

A satire on the condition of the Indian bureaucracy. The play was written by Ajay Shukla and the satire was achieved by the juxtaposition of today's world with that of the Mughal times.

RESULTS

EVENTS	1st Prize	2nd Prize	3rd Prize	KEY POINTS	
Next Ceo	Arun balakrishnan (IIMA)	-	-	Prize Rs. 1 lakh	-
Treatise	Tanushree (FMS)	-	-	Prize \$ 3000	-
Ad cetra	Nimish and Manish Narang (IIM L)	ISB	-	Total Prize Rs. 35k	Leo Burnett offered 12 PPI's
Nirvaan	Team Pragati (FMS)	-	-	Prize Rs. 10k	-
Call for Arms	IIMA	IIML	IIMC	Prize Rs. 1.5 lacs	
Marksmen	XLRI	MDI			Nvidia offered 2 PPI's
Infracarda	Team Titans (XLRI)	Team Rolling Stones (IIML)	-	-	-
Delloite Beyond2by2	IIM Lucknow	IIM Calcutta	IIM Lucknow	-	Delloite offered 5 PPI's

Manfest' 08



BHAVISHYA- Sweater distribution to slum children

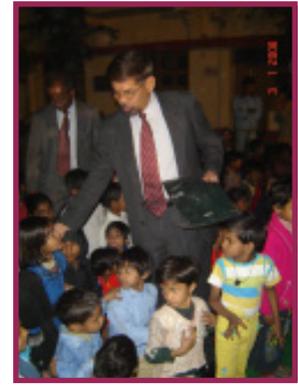
Bhavishya, the Committee for social initiatives in IIML, distributed warm clothing to the slum children under its programme, Siksha Jyoti Abhiyaan. The Siksha Jyoti Abhiyan operates in five slums of Lucknow city. The project provides education to more than 300 children through a mix of non-formal and formal schooling in two phases:

1. To provide basic literacy to children living in slums through establishing *Bhavishya Sakshrta Kendras*.
2. To identify promising children from the pool of children in *Bhavishya Sakshrta Kendras* and to mainstream them in formal schools.

The event was held in the Spring Dale school grounds, on 3rd January. The event was inaugurated by **Dr. Devi Singh**, Director, IIM Lucknow. **Prof. D.S. Senger**, Chairman, Welfare committee and **Ms. Sonia Singh**, coordinator of Siksha Jyoti Abhiyan were also present. The event was attended by several enthusiastic IIM students as well. The beneficiary children presented a beautifully executed programme. The



programme ended with the distribution of sweaters and snacks for the children. The funding for this was generated as a result of the Harmony Cup, a cricketing tournament on the 2nd of October. The unique fund-raising event generated a lot of interest with about 500 students participating and contributing, in order to bring smiles to the faces of the children.



OCUMEN' 08

Ocumen is an exclusive summit that acts as an aegis to build a long lasting bond between all stakeholders of the education system namely, school students, b-school students, academia and the corporate world. **Ocumen 2008-** IIM Lucknow, a unique event organized by students of IIM Lucknow to introduce school children of eleventh and twelfth classes to the field of management, was held on January 20 2008, at the campus. This year over 60 students from 10 schools has participated in the latest edition of Ocumen to unlock the world of management through thought-provoking and fun filled games.



The day long event saw a close fight between Army Public School, Lucknow and the defending champion, Dewan Public School, Meerut. Eventually, Dewan Public lost out, as Army Public school was crowned the champions at Ocumen 2008. The other highlights of the event included the insightful address by the Chief Guest, Rakesh K. Mittal, where he highlighted relevant issues of education, social welfare and deprivation. The Director of IIM Lucknow, Dr. Devi Singh, was also very encouraging, and praised the school students, organizers and the teachers for their enthusiasm while delivering the Vote of Thanks to the Chief Guest. The unique part of Ocumen 2008 was the mentorship program, which saw 20 MBA students come and interact with the 60 students from the various students. The students developed strong bonds with their mentors, and a long term association was forged. The results of IIM Lucknow's Ocumen 2008 are as follows.

Overall Winners : Army Public school ,Lucknow
Overall Runners up : Dewan Public School , Meerut



Mutual fund run by IIM Lucknow students

The stock market is a dangerous place to be, especially for novice investors. But Credence Capital, IIM Lucknow's student run mutual fund, has beaten all expectations & come out with spectacular results amidst low return volatility. On equity it has managed to register returns to the tune of 35.17% in the last 6 months as compared to Nifty's 23.87%. On the derivative fund they have made returns to the tune of 80%.

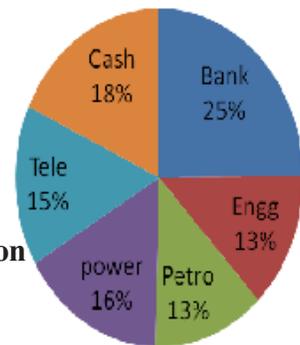
Since fund inception on Aug 1, 2007

- Returns on Equity Fund 35.17% in 6 months
- Compared to Nifty's 23.87% in 6 months

- Return on Derivatives Fund 80.8% in 6 months

Having a good diversification in their portfolio & tracking global events & indices on a daily basis provides valuable input for these young fund managers to tackle the nuances of the financial markets.

Equity Portfolio Allocation



Aetius – Ideas & Insights for business leaders



It's India's 1st ever student run body, providing fee based services to corporate clients and positioned along the concept of Consulting Clubs at foreign b-schools like Harvard. The initiative was kicked off by **IIML students**, with the launch of its first project for its client **Zenesys**. The founder of head of the consulting firm, Mr. Saibal himself braced the occasion, hailing this is a novel initiative from students at IIM Lucknow. That was followed by the two-day management consulting workshop to train some 25 selected students on nuances of consulting.

ALUMNI ASSOCIATION CHRONICLES



Nostalgia '08, the annual alumni reunion, an endeavor to strengthen ties between the Institute and its Alumniees, was celebrated in the campus during 11-13 January, 2008 along with Manfest, the annual inter-Bschool festival of IIM Lucknow. The special invitees this year were the batches of 1988 and 1998, the batches which completed their graduations 20 and 10 years ago respectively.

Nostalgia Night:

The first event of Nostalgia, a warm welcome to the alumni, followed by a bonfire in the cold Lucknow winter night, where alumni, faculty, students, and others gather to exchange reminiscences over a barbecue. The party was attended by the alumni from the '88 and '98 batch. The bonfire party made the event truly 'nostalgic' when the alumni remembered their good old days at the institute years ago.

Walk down the memory lane:

It began with a walk around the campus, indeed a walk down the memory lane for most of the alumni, followed by the cricket match between the students and the alumni. The discussions between the alumni and students varied from topics like current trends in capital markets to events and initiatives by different committees on campus. The session was acknowledged as a fruitful and informative session by the student community

Sepia tinted:

The event took the alumni back to their golden days with snippets from their college life. Sepia tinted days was followed by the cake cutting ceremony and a dinner with the Director and the faculty members adorned with a melodious performance by the student managed band 3.4. Among others who joined the bonhomie were Mr. Nikhil Soares (batch of 98) and Prof. Vipul.

General body meeting:

Sunday i.e., January 13 (Alumni Day) morning began with the celebrations for the Alumni Day, followed by the annual general body meeting of the alumni association. The meeting included a talk by Mr. Devi Singh, Director, IIM Lucknow, Prof. Ashwani Kumar, Chairperson, Alumni Affairs and a detailed presentation by Mr. Vinit Chauhan, President of the Alumni Association. The presentation elaborated on the activities of the alumni association over the last year and presented the plans for the same for the next year.

Graduation re-enactment:

The meeting was followed by the graduation re-enactment ceremony at the convocation grounds in the presence of Prof. Subrata Chakraborty. That was the closing ceremony for Nostalgia '08. The event was a resounding success and wonderful occasion for the alumni to catch up with their friends and reconnect to the campus.

Nostalgia' 08



MANAGEMENT DEVELOPEMENT PROGRAMMES

Name of Programme	Duration	Programme Director	Venue
GMP for Probationary Officers of State Bank of India	Jan. 7 - Feb. 2, 2008	Prof. Sukumar Nandi & Prof. Kaushik Bhattacharya	IIML
AMP for ONGC Executives	Jan. 7- Feb. 8, 2008	Prof. Abhishek Nirjar & Prof. Manoj Anand	IIML & Europe
Management Skills for Officers of Navodaya Vidyalaya Samiti	Jan. 14-18, 2008	Prof. Sushil Kumar (AMC)	IIML
Foundation course of MTP on "Strategic Management" (SMF)	Jan. 19-24, 2008	Prof. Abhishek Nirjar	IIML
Data Analytics for Customer Relationship Management	Jan. 21-23, 2008	Prof. M Janakiraman & Prof. Ashwani Kumar	IIML
Project Management Sushil Kumar	Jan. 21-23, 2008	Prof. K N Singh & Prof. Prof. Sushil Kumar	IIML
Managerial Effectiveness	Jan. 28 - Feb. 1, 2008	Prof. Archana Shukla	IIML

Name of Programme	Duration	Programme Director	Venue
Finance for Non-Finance Executives	Feb. 4-8, 2008	Prof. Madhusudan Karmakar	IIML
Leadership for Innovation in Agriculture	Feb. 4-8, 2008	Prof. Sushil Kumar (AMC)	IIML
General Management Programme	Feb. 4-15, 2008	Prof. Archana Shukla	IIML
Effective Communication for Managerial Success	Feb. 7-9, 2008	Prof. Neerja Pande	New Delhi
Environmental Management for Distilleries and Sugar Industires for Business Advantage	Feb. 11-13, 2008	Prof. D S Sengar	IIML
GMP for BPCL Executives	Feb. 11-17, 2008	Prof. Archana Shukla	IIML
AMP for RBI Executives	Feb. 11-23, 2008	Prof. Pankaj Kumar & Prof. A Vinay Kumar	IIML, Malaysia & Singapore
Understanding Self for Managerial Excellence	Feb. 14-16, 2008	Prof. Pankaj Kumar	IIML
Training Need Analysis	Feb. 18-20, 2008	Prof. Jabir Ali	IIML
Personal Growth through Self Exploration	Feb. 18-22, 2008	Prof. Shailendra Singh	IIML
MDP for RES Executives	Feb. 18-22, 2008	Prof. K N Singh	IIML
GMP for Defence Officers	Feb. 18 - Aug.1, 2008	Prof. Sushil Kumar (AMC) & Prof. Ajay Garg	IIML
Problem Solving Skills for Effective Performance	Feb. 25-27, 2008	Prof. Sushil Kumar	IIML
Telecom Network Design & Optimization	Feb. 25-27, 2008	Prof. Y K Agarwal	IIML

Name of Programme	Duration	Programme Director	Venue
Corporate Valuation	Feb. 27-29, 2008	Prof. Manoj Kumar	IIML
Compliance Management and Business Ethics	Mar. 3-5, 2008	Prof. D S Sengar	IIML
Strategic Market Planning for Profitability and Growth	Mar. 3-7, 2008	Prof. Saji K B Nair	IHC New Delhi
Public-Private Partnerships	Mar. 3-7, 2008	Prof. Sushil Kumar (AMC)	IIML
Economic Tools for Better Business Planning	Mar. 4-6, 2008	Prof. Sangeeta D Misra	IIML
Intellectual Property Management for Business Advantage	Mar. 10-12, 2008	Prof. D S Sengar	IIML
3rd AMP for ONGC Executives	Mar. 17 – Apr. 2, 2008 (DLC); Apr. 6-17, 2008 (OLC)		IIML & Europe
Policy, Monitoring and Evaluation	Mar. 24-28, 2008	Prof. M K Awasthi	IIML





Without quota, OBCs make up 6% of IIMs shortlists



Shortlisted candidates

Institute	Open	SC	ST	OBC	PD*
IIM-Ahd	2302	106	20	102	8
IIM-Bng	750	150	72	2	30
IIM-Calcutta	760	157	41	23	17
IIM-Kozhikode	1146	290	155	254	60
IIM-Lucknow	1115	225	115	56	45
IIM-Indore	1247	220	84	141	38

(* Physically Disabled)

Source: Indian Institutes of Management

The latest figures on admissions to the Indian Institutes of Management (IIMs) lend a new twist to the debate on quotas for Other Backward Class (OBC) students. Data collected by TOI from six IIMs (all barring IIM Shillong) shows that the IIMs have shortlisted more than 575 OBC students for group discussions and personal interviews (GD/PI) on the basis of their performance in the common admission test (CAT-2007). In all, OBC students shortlisted for the GD/PI process form a little over 6% of the total students selected and all of them have made it without any reservation. The data thus debunks claims made by the union human resource development (HRD) ministry about the lack of OBC students in the “elite” IIMs. The figures also prove that a section of OBC students have been able to make it into the IIMs on sheer merit. Government is keen on introducing a staggered 27% quota for OBCs over a three-year period but the SC has ordered a stay for more clarity on the issue. Albeit, all seven IIMs have reservations for SCs and STs.

Rocking manifest of IIM in Lucknow

13 Jan 2008

Marking their presence during the day among bigwigs were names like Indrani Mukerjea (Peter Mukerjea’s wife), Partho Dasgupta and Tarun Tripathi, who enlightened students on various job opportunities for managers in the glamour industry. And students without fail were seen attending the discussion to learn a tip or two from ‘seniors’. And after day long discussions, the masti fever caught on with one and all in the evening as Hell-Raiser – a rock competition began. Organised by the IIMians in association with a popular music channel, where bands from various colleges across the nation participated, gave a complete different flavour to the do.

Judging the rock competition was famous VJ Tanveer Gill. And while Illuminati band of Bangalore bagged the first prize of Rs 30,000 along with an entry to the music channel’s ongoing rock-band competition, DNT band from Lucknow University was no less and came a close second.



PepsiCo starts contest for management student

20 Jan, 2008

Cola giant PepsiCo has launched a contest to tap young talent from the country’s top management schools. “The contest is an attempt to bring out some fresh and out-of-the-box ideas from the best brains of the country,” Mrinall Dey, general manager, corporate communications, PepsiCo India, told IANS. The “Taste the Success - Become Indra’s Advisor” competition requires participating teams to submit a case study of business strategies to unlock the latent demand for beverages in India.

The five Indian Institutes of Management at Ahmedabad, Bangalore, Kolkata, Lucknow, and Indore, Management Development Institute (MDI), Faculty of Management Studies (FMS) of the Delhi University, Xavier Labour Relations Institute (XLRI), Symbiosis Institute of Business Management (SIBM) and Jannalal Bajaj Institute of Management Studies (JBIMS) have confirmed their participation in the contest. The winners would get an opportunity to meet and present their case study to Indra Nooyi, the chairman and chief executive of PepsiCo, in New York. They may even get a chance to be advisors on an ongoing basis with PepsiCo to operationalise their ideas. In addition, the first runners-up will get a cash award of Rs 1,00,000 (\$2,500), while the second runners-up will get a cash award of Rs 50,000. The top six finalists will get an opportunity to appear for a pre-placement interview.

THE ECONOMIC TIMES

3,500 students clear written round of CAT

8 Jan, 2008

The country's prestigious business schools, Indian Institutes of Management, on Tuesday declared the results of the written exam of the Common Admission Test, with close to 3,500 students getting through it. The results were declared on the CAT website as well as through other platforms like mobile phones and the six IIMs are likely to start the next round of selection — group discussions and personal interviews by next month. "Results of all the candidates are available on the website. We have made the list of students to be invited for group discussion and personal interviews," IIM Lucknow Director Prof Devi Singh said. Over 2.3 lakh students are estimated to have appeared in the written test on November 19, out of which barely about 1.5 per cent have managed to move to the next level. However, the student intake would be more this year with the seventh IIM - Shillong - starting to function from the coming academic session. The IIMs declared the CAT written examination percentiles today, based on which the various institutes prepare their selection lists. Percentile is defined as a relative position or rank and a student to have scored a certain percentile, say x, means that his or her score is higher than x per cent of students. Experts said that interviews and group discussions are likely to begin in February itself and could continue till April.

IIML to brush up NVS commissioners

17 Jan, 2008

Human resource development ministry is finally waking up to the need for a better management of its education projects. As a part of a new initiative, the Navodaya Vidyalaya Samiti (NVS) is sending its deputy commissioners and assistant commissioners to hone their managerial skills at IIM Lucknow, which is organising a five-day customised management development programme in leadership and management. Over 24 deputy and assistant commissioners of NVS will attend the programme to discuss some modern techniques in management of education projects. While NVS has been sending its people for such short training to IIMA, IIMC and other B-Schools, this is the first time a large group will be attending a management development programme. This follows NVS plan to start 700 Jawahar Navodaya Vidyalayas in the 11th plan period that will call for better management techniques and methods of education on a priority basis. It has got 15 lakh applications for admissions to class six for 30,000 seats. The demand is huge, hence the need for managing resources to provide quality education.



GYANODAYA- LATEST ARRIVALS**ACCOUNTING**

Epstein, Barry J - Wiley GAAP 2008: interpretation and application of generally accepted accounting principles / Barry J Epstein, Ralph Nach and Steven M Bragg.— New Jersey: John Wiley, 2007. 1276 p; 24 cm.

ADVERTISING

O'Guinn, Thomas C - Advertising and integrated brand promotion / Thomas C O'Guinn, Chris T Allen and Richard J Semenik.—4th ed— Australia: Thomson, 2007. 781 p; 28 cm.

AGRICULTURE

Bavec, Franc - Organic production and use of alternative crops / Franc Bavec and Martina Bavec.— Boca Raton: CRC/Taylor & Francis, 2007. 241 p; 25 cm.

BUSINESS LOGISTICS

Chopra, Sunil - Supply chain management: strategy, planning, and operation / Sunil Chopra and Peter Meindl.—3rd ed— New Delhi: Pearson, 2006. 552 p; 26 cm.

COMPUTER & INFORMATION SYSTEMS(CIS)

Rao, Madanmohan - The Asia-Pacific internet handbook: episode IV- emerging powerhouses.— New Delhi: TMH, 2002. 370 p; 24 cm.

ECONOMICS

Asteriou, Dimitrios - Applied econometrics: a modern approach using Eviews and Microfit.— New York: Palgrave, 2006. 423 p; 24 cm.

FINANCIAL MANAGEMENT

Annual Conference on Taxation (98th: 2005: Miami, Florida) Proceedings: 98th annual conference on taxation / edited by John Diamond.— Washington DC: National Tax Association, 2006. 559 p; 23 cm.

LAW

Bhandari, M C - Law of contracts: tenders, auctions govt. contracts and constructive agreements with useful appendices and model forms.— New Delhi: Ashoka Law House, 2005. 1776 p; 25 cm.

MANAGEMENT (GENERAL)

Rudd, Jill E - Communicating in global business negotiations: a geocentric approach / Jill E Rudd and Diana R Lawson.— New Delhi: Sage, 2007. 276 p; 23 cm.

MARKETING

Barnes, James G - Build your customer strategy: a guide to creating profitable customer relationships.— New Jersey: Wiley, 2006. 202 p; 24 cm.

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

Corporate Communication & Media Relations

Indian Institute of Management
Prabandh Nagar, off Sitapur Road,
Lucknow 226 013, U.P.

Ph.: 0522-2736987/ 2736761; Fax: 0522-2734025

E-mail: sushil@iiml.ac.in; ccmr@iiml.ac.in

Edited by: Sushil Kumar (Professor-in-Charge); Designed by: Nikita Jain