



# **Indian Institute of Management Lucknow**



## **NEWSLETTER**

**Vol. XIV Nos. 21-22**

**November 2007**

*"The road to happiness lies in two simple principles: find what it is that interests you and that you can do well, and when you find it, put your whole soul into it —every bit of energy and ambition and natural ability you have."*

— John D. Rockefeller III

## RESEARCH PUBLICATIONS

### INTERNATIONAL PAPERS



**Tripathi, R.D. and Bansal, S.B.** (PGP IIInd Year Student) 2007. "India: SEZs as an Export Promotion Strategy: Can India Recreate China's Success Story?", *Asian Analysis*, ASEAN Focus Group with the Cooperation of International Centre of Excellence in Asia Pacific Studies, The Australian National University, Canberra, October.



In recent days SEZ policy is mired in controversy for more than one reason such as, land acquisition, government mediation, lack of clear and adequate compensation mechanism. Critics view the present SEZ policy is no more than a land grabbing opportunity for the real estate developers which defeats the very purpose of investment promotion. A closer look at Chinese success story does suggest that the flexible labour laws played an important role in attracting foreign investment in China, and the absence of which may turn out to be a major handicap in reaping the benefits of SEZs in India. The SEZ policy tried to make up the

disadvantages by offering attractive fiscal sops. In the process the cost on the exchequer turns out to be huge with government loosing an estimated Rs9,39,000 million over the next four years. The worldwide experience shows that successful SEZs are aided by government capital. SEZs may be a great strategic move for governments but private firms hardly make money out of it. It is yet early days to see how things are shaping up in India and the results of SEZ as export promotion strategy. Nevertheless, it is quite perplexing to see a mad gold rush to acquire land and get approvals for setting up SEZs in India.



**Kumar, A., Agarwal, D.P. and Joshi, S. D.** 2007. "Multiscale NeuroFuzzy Models for Forecasting in Time Series Databases", *International Journal of Wavelets, Multiresolution and Information Processing*, 5(6), November.

Multiscale Neurofuzzy Modeling combines the multiresolution property of the wavelet transform with the regression ability of neurofuzzy systems. A wavelet transform is used to decompose the time series into varying scales of resolution so that the underlying temporal structures of the original time series become more tractable; the decomposition is additive in details and approximation. A neurofuzzy system is then trained on each of the relevant

resolution scales (i.e., those scales where significant events are detected); individual wavelets forecasts are recombined to form the overall forecast. The neurofuzzy models developed in this paper are based on Mamdani and Takagi-Sugeno-Kang approaches to the problem of fuzzy modeling based on the strategy knowledge expressed by input-output data. Within these approaches, the proposed Neural-Fuzzy Inference System (NFIS) provides

several methods that represent different alternatives in the fuzzy modeling process and how they can be integrated with the learning power of neural networks. Simulation results

carried out on a forecasting problem associated with the stock market are included to demonstrate the potential of the proposed forecasting scheme.

## BOOKS



**Raina, R. L.** and Priya, P. (eds.) 2007. "Communication for Management: Teaching and Research in Indian B-Schools". Delhi, *Ess Ess Pub. & LBSIM*: 228.

The volume contains select papers by distinguished b-school academics and senior corporate in the area of 'Business Communication'. The papers were presented in an AICTE (MHRD, GOI) sponsored National Conference on "Communication for Management: Teaching and Research in Indian B-Schools", directed by Dr. Roshan Lal Raina, and organized by the Lal Bahadur Shastri Institute of Management, Delhi. The papers, while highlighting the significance and nuances of 'communication' in the corporate context, provide a comprehensive overview of the course content, readings, pedagogy, evaluation parameters and feedback mechanism that

ought to be evolved and adapted by the instructors handling this course. The objective is to facilitate teachers create awareness among bright young management professionals about the niceties of the world of communication, practicing and honing of which would help them reach the top. Summary of a panel discussion session, organized during the conference and as captured in the preface of the volume provides useful insights into the research agenda in the area. Scope for future academic development and research in the area, as indicated in the volume, could be another added attraction for all interested academics and professionals.

## BOOKS CHAPTERS



**Ganguly, S.** and **Singh, M.K.** 2007. "Induction of RFID in Library and Information Centers: A State of the Art technology". In *Modernisation of Libraries : A Challenge in Digital Era*, edited by Satpathy, S.K., Swain, C. and Rautaray, B. New Delhi 2008, Mahamaya Publishing: 279-302.



New technologies have always been of interest for libraries both for the potential of increasing the quality of service and for improving efficiency of operations. At present, when libraries of all kinds (public, research, special) are facing economic hardships the overwhelming reason for considering new technologies is the potential for cost savings in the operations and the management of material flows. Libraries began using RFID (Radio Frequency Identification Device) systems to replace their

electro-magnetic and bar code systems in the late 1990s. Approximately 130 Libraries in North America are using RFID systems, but hundreds more are considering it In India, this technology is still at the infant stage. The primary cost impediment is the price of each individual tag. Today, tags cost approximately seventy-five cents but prices continue to fall. However, privacy concerns associated with item-level tagging is another significant impediment to library use of RFID tags.



## RESEARCH PAPERS



**Ganguly, S.** 2007. "Changing Paradigm for Information Professionals in Knowledge Management Age". *DESIDOC Bulletin of Information Technology*, 27 (5): 5-16.

Knowledge has become the key driving force in the present day. Gone are the days when organizations and institutions were reluctant and complacent in sharing of information. Today, every organization has understood the importance of knowledge. Organisations all over the world are utilizing technology tools to make

their systems more competitive and dynamic. This paper aims to stimulate information professionals to explore the potential impact of knowledge management (KM) and also examines the role of information professionals to take the added advantage of KM to improve the effective application of their skills.



**Kapoor, S.** 2007, "Innovating Savings Products for Rural People – Lessons from Market Research", *Indian Journal of Agricultural Economics*, 62, 3, July-September.

The potential role of savings in managing the cash flows by rural people has been well appreciated all over the world. Millions of people in rural India remain without access to high quality, appropriate saving services from formal financial institutions. However, there is ample potential to tap the savings from rural people. If formal or informal financial institutions have to develop required saving products for rural clients with least transaction cost, additional, practice-focused research is required to better understand the needs and preferences of the poor for saving services. Using the market analysis framework, the present study tries to understand the preferences for savings services in rural areas. It also points out the key requirements in developing the savings product for rural sector, in terms of, product, promotion, and delivery

channel.

The findings of the study clearly establish that ample opportunities for savings exist in rural areas. There exists a significant variation in the flow of income and expenditures (both in terms of time and magnitude) in the households of all livelihood categories. There are several time periods when the expenditures outweigh the income stream and precisely this the time for which most of the rural households want to save so that they can fulfill the inevitable expenditures with the help of their past savings. It came out very clear that farmers and petty traders assigned a high priority for security of the money saved, while for wage earners, the liquidity aspects of saving services was the prime concern. Interestingly, interest on savings was not a very important criterion for any category of households.

## CONFERENCE /WORKSHOP/SEMINAR PAPERS



**Akbar, M.** 2007. "Human Resource Asset Specificity, Transaction Costs and Decent Work in Global Production Networks (GPNs): A case study from Kanpur-Unnao Leather Cluster". Paper Presented as Invited Speaker at the International Workshop on 'Global Production Networks and Decent Work', held at Bangalore, India, organized by IILS-IHD-ICSSR during 18-20 November.

As the industries globalize, the local value chains of buyer and suppliers get modified.

Some companies outsource to reduce costs other do it to gain new competencies and some

do both. Similarly, when a local company enters the GPNs, it modifies its technologies, human resources and supply chains. From human resource angle, companies look for abundant supplies or technically competent labour markets. In either case both the behavioral and technical aspects of human resources need to conform to the new requirements that involve human resource education, training and development. But the dynamic nature of the competitive markets may change the human resource profiles demanding fresh learning. It is argued that decent work and the consistent human resource skills go together. The skill obsolescence causes the quality of life to deteriorate for many but those who remain current get fair value out of their skill sets. The governments try to perpetuate the obsolete skills, which market is unwilling to bear. The

resultant conflict between the market forces and government institutions heightens and gives rise to corrupt practices by officials and illegal activities by employers that reduces the value creation capacity on one hand and uneven distribution of value in favor of powerful employers or the government officials, on the other. Based on our case studies from leather industry of Kanpur & Agra, India, we suggest that the emphasis in emerging markets be placed on developing capabilities of the human resources, and educating the employers of the benefit of long-term relationship with their workers which can increase bargaining power of human resources. Once the returns are reasonably assured, even the employees will invest in upgrading their skills.



**Ganguly, S.** 2007. "Customer Service in IIM Lucknow Library : A Case Study". Paper Presented as Invited Speaker at ICOL (International Conference on Libraries) 2007: Emerging Trends, organised by University Science Malaysia, Penang, held at Gurney Hotel, Pulau, Penang during 31 October - 02 November .

Information is user-driven, its quality and timely availability significantly contributes in affectivity and efficiency of decision-making process. Successful libraries and information services have demonstrated the real value of customer service. Therefore, a strong customer services programme in library and information centers brings out quality service for their clientele resulting into increased customer base. Customer service underlines everything done

in the library, from structuring process to the methods employed to make information available to users. An explicit customer service plan gives an opportunity to evaluate the service, design, delivery and outcomes. The effective customer service establishes sustainable communication between the library and the users which ultimately helps in creating customer loyalty and long-term relationships.



**Kapoor, S.** 2007. "Innovating Savings Products for Rural People – Lessons from Market Research", Paper Presented in the 67th Annual Conference of the Indian Society of Agricultural Economics, held at Bankers Institute of Rural Development, Lucknow during 5-7 November.

The potential role of savings in managing the cash flows by rural people has been well appreciated all over the world. Millions of people in rural India remain without access to high quality, appropriate saving services from formal financial institutions. However, there is ample potential to tap the savings from rural

people. If formal or informal financial institutions have to develop required saving products for rural clients with least transaction cost, additional, practice-focused research is required to better understand the needs and preferences of the poor for saving services. Using the market analysis framework, the

present study tries to understand the preferences for savings services in rural areas. It also points out the key requirements in developing the savings product for rural sector, in terms of, product, promotion, and delivery channel.

The findings of the study clearly establish that ample opportunities for savings exist in rural areas. There exists a significant variation in the flow of income and expenditures (both in terms of time and magnitude) in the households of all livelihood categories. There are several time

periods when the expenditures outweigh the income stream and precisely this the time for which most of the rural households want to save so that they can fulfill the inevitable expenditures with the help of their past savings. It came out very clear that farmers and petty traders assigned a high priority for security of the money saved, while for wage earners, the liquidity aspects of saving services was the prime concern. Interestingly, interest on savings was not a very important criterion for any category of households.



**Raja, M.U.** 2007. "Application of RFID in Libraries: New Technology for the Librarians". Paper Presented as Invited Speaker at National Workshop on 'ICT Application in Library Automation', jointly organized by Computer Society of India-Student Branch and Allahabad Agricultural Institute Deemed University, held at Allahabad on 3 November

Librarians wish to deliver a good service but are hampered by the need to cope with the inflow of learning resources being processed. New technologies are of interest both for the potential for cost savings and the management of material flows. RFID is now the hot favorite for controlling inventory, offering self-check, and using automated materials handling. The

benefits of RFID are improved returns productivity, reduced thefts, full self service functionality, and elimination of manual sorting by working with automated sorting bins, improved inventory management, improved staff safety and higher customer satisfaction.

## CASES



**Janakiraman, M. and Kumar, A.** 2007. "Cognizant Technology Solutions: Data Warehousing and Business Intelligence Practice", *IIML Case Series: 2007-08/10*

The case narrates the growth and transformation of Data Warehousing and Business Intelligence (DW&BI) division of Cognizant Technology Solutions (CTS). As the organization moved from a region specific servicing model to a vertical specific model, DW&BI became the first horizontal within the company to align the delivery organization at offshore into what is now called VPOCs (Vertical point of Contact) within the organization. The initial phase of the practice was in a vanilla solution center model. Through the unique concept of solution accelerators and value creators and a strong advisory/

consultancy group (XCBIT), CTS-DWBI practice has evolved itself into the role of a key strategic BI partner for its customers providing a range of services like Datawarehousing, Master Data Management, CPM/ BPM, BI, analytics. The case provides the interplay of corporate and divisional strategies and helps in understanding strategy implementation and Information technology strategy internally. It also helps the students in understanding how an IT and consulting organization can build competitive advantage and sustain it in the dynamic market environment.

## NEWSPAPER ARTICLE

**Venkat, Vani** (Copy Editor-METAMORPHOSIS). *Situation in Pakistan*. (Opinion Page) The Hindu (New Delhi), November 7, 2007.

## EDITORIAL ASSIGNMENTS

**Prof. Ashwani Kumar** has accepted the invitation to join as a Member, Editorial board, *International Journal of Data Analysis Techniques and Strategies*, Inderscience Publishers.

## OTHER ASSIGNMENTS

- Prof. Roshan Lal Raina**, Chaired a session on 'Youth and New Technology' in an *International Conference on Asian Youth and Childhoods 2007*, organized as an official event of the International Sociological Association, by Circle of Child and Youth Research Cooperation in India (CCYRCI) and JNPGC, Lucknow, at Hotel Taj Residency, Lucknow, on November 22, 2007.
- Prof. Arun Kumar Jain** has been Invited to participate in the panel discussion on 'India and China', at the 24th Annual Conference of the Euro-Asia Management Studies Association (EAMSA), Jointly-hosted by the Centre for International Business University of Leeds (CIBUL) and the Department of East Asian Studies, held at the University of Leeds, United Kingdom during 28-30 Nov' 07.

## STUDENT ACTIVITIES

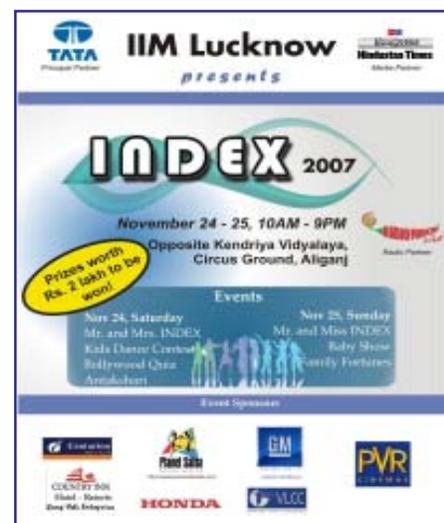
### INDEX 2007- Information through Disguised Experimentation

*The Fair- A Promise of more fun, action and colour*



The 13th edition of the INDEX fair was organized during November 24-25, 2007 at the Circus Grounds, Aliganj. Whole event was based on the concept of "Disguised Market Research" – which seeks to gain insights into the consumer's perspectives/needs through intelligently designed games to overcome the 'Sensitization Effect'. Over 300 students of the Institute had worked in tandem on live market research projects, conducted through games at the fair. This year's corporate sponsors for the fair include the TATA group, Johnson & Johnson, TVS, HUL, P&G etc. The events lined up include the coveted titles of 'Mr. and Miss INDEX', 'Mr. & Mrs. INDEX' and events such as Antakshari, Family fortunes etc. Along with these, special Salsa Performance by trained dancers from Planet Salsa and exclusive Dance Competitions for Kids and Teenagers was also arranged.

Many of the new initiatives were taken this year by the Students, which are as follows:



### RURAL RESEARCH

INDEX Team conducted market research by questioning the rural masses about their preferences and analyze the market position, consumer preferences and distribution channels, to understand

the psyche of rural consumers and to explore it to develop and penetrate their products for this target group. One of the projects taken by INDEX this year is a rural marketing research project for Procter & Gamble.

## **PLAY THE BRAND**

INDEX also undertakes "Play-the-brand" to promote awareness and attributes of the clients' brand. The promotion was done through innovative games created by students and executed at the INDEX fair.

## **CAMPUS EVENT – iBrand**

iBrand 2007, was an event meant to introduce first year students to the concept of promotional strategy and branding. The aim of iBrand was to enable the students to gain valuable insight into promotional strategy concepts while making it a lot of fun and a test of creativity.

## **INDEX WEBSITE**

The new INDEX website ([www.iiml.ac.in/index](http://www.iiml.ac.in/index)) was launched in September 2007 to provide convenient access to information about INDEX and the ongoing activities. The website has sections for INDEX fair, iBrand, the projects being undertaken and the team information.

I  
N  
D  
E  
X



2  
0  
0  
7



**ALUMNI ASSOCIATION CHRONICLES****Ayudh- the placement package**

Preceding the PGP1 summers in November, a Placement Preparatory Workshop was organized by the Alumni Association. The workshop consisted of formal interviews followed by individual feedbacks to each student with an aim to simulate the interview process, thereby giving the PGP1s a feel of the upcoming summer placement process. While Amitabh Singh (2003) and Amit Bhatia (2003), both from Citibank India grilled PGP1s on Finance and Consulting fundamentals, T.N. Narsimhan (2005), an

entrepreneur (formerly with Pepsi) took interviews on marketing. The initiative received a fabulous response with students making a beeline to get interviewed over the weekend. The event culminated with a talk by TM Narsimhan on the essentials of marketing, giving students industry insights and tips on facing marketing interviews. This workshop marked the final step in a series of initiatives undertaken by the Alumni Association to help the students to prepare for the process. The workshop had been preceded by an online CV review wherein alumni had been assigned to review the CVs of the students and a workshop on HR skills conducted by Nidhi Kapoor (2004), India HR Head of Bio-Rad Labs Pvt. Ltd.

**Remote Interaction**

An on demand remote interaction link was set up on the internal portal Blondie with a view to focus on Remote Interaction topics requested by the students. Students and faculty can now log in their preference for topics of remote interaction and as per the feedback received, the Association arranges further Remote interactions.

**Merchandising**

IIML.Stuff- the all new merchandising initiative was launched for the alumni. After a successful pilot run on the campus, an exclusive T-shirt range was launched in association with United Colors of Benetton. An online ordering system was put in place to facilitate transactions for the alumni. With many more products on the anvil and an opportunity to wear Brand IIML, the initiative looks headed for a bright future.



**MANAGEMENT DEVELOPEMENT PROGRAMMES**

Name of Programme	Duration	Programme Director	Venue
Team Building	Oct. 8-12, 2007	Prof. Archana Shukla	IIML
GMP for Probationary Officers of State Bank of India	Oct. 8-Nov. 2, 2007	Prof. B K Mohanty & Prof. A Bhattacharya	IIML
Agribusiness Supply Chain Management	Oct. 11-13, 2007	Prof. Jabir Ali & Prof. M K Awasthi	IIML
Agribusiness Management for Senior Executives of Axis Bank Limited	Oct. 22-26, 2007	Prof. Sanjeev Kapoor	IIML
Advanced Financial Management	Oct. 24-26, 2007	Prof. Manoj Anand	New Delhi
Effective Communication for Managerial Success	Oct. 29-31, 2007	Prof. Neerja Pande	New Delhi
Concurrent Monitoring and Evaluation of Schemes - Responsibilities of the Implementing Officers for IFS Officers	Oct. 30-31, 2007	Prof. Sushil Kumar (AMC)	IIML
GMP for Probationary Officers of State Bank of India	Nov. 12 - Dec. 7, 2007	Prof. Devashish Das Gupta & Prof. Prakash Singh	IIML
Managerial Effectiveness	Nov. 20-24, 2007	Prof. Archana Shukla	IIML
Enhancing Managerial Capability through Stress Management	Nov. 26-28, 2007	Prof. Shailendra Singh	IIML
General Management Programme	Nov. 26 - Dec. 7, 2007	Prof. Archana Shukla	IIML
Problem Solving Skills for Effective Performance	Nov. 28-30, 2007	Prof. Sushil Kumar (OP)	IIML

**FORTHCOMING MDPs**

Name of Programme	Duration	Programme Director	Venue
Contemporary Accounting and Financial Management for Finance Executives	Dec. 3-7, 2007	Prof. Manoj Kumar & Prof. Manoj Anand	IIML
Managerial Decision Making under Uncertain Environment	Dec. 4-6, 2007	Prof. B K Mohanty	IIML
Developing Performance Management & Counselling Skills for Corporate Excellence	Dec. 10-12, 2007	Prof. Pankaj Kumar & Prof. Ajay Singh	IIML
GMP for Probationary Officers of SBI	Dec. 10, 2007 - Jan. 4, 2008	Prof. Pankaj Kumar & Prof. D Tripathi Rao	IIML
GMP for NTPC Executives	Dec. 10-21, 2007	Prof. Shailendra Singh & Prof. Ajay Garg	IIML
Commodity Futures Market	Dec. 14-15, 2007	Prof. Sushil Kumar (AMC)	IIML
Corporate Social Responsibility & Business Sustainability	Dec. 17-19, 2007	Prof. Sushil Kumar	IIML
Contract Management and Dispute Resolution	Dec. 17-19, 2007	Prof. D S Sengar	IIML
GMP for Probationary Officers of SBI	Jan. 7 - Feb. 2, 2008	Prof. Sukumar Nandi & Prof. Kaushik Bhattacharya	IIML

AMP for ONGC Executives	Jan. 7 - February 8, 2008	Prof. Abhishek Nirjar & Prof. Manoj Anand	IIML
International Corporate Finance for Excellence	Jan. 14-18, 2008	Prof. S C Bansal	IIML
MDP for Navodaya Vidyalaya Samiti	Jan. 14-18, 2008	Prof. Sushil Kumar (AMC)	IIML
Foundation Course on strategic management	Jan. 19-24, 2008	Prof. Abhishek Nirjar	IIML
Data Analytics for Customer Relationship Management	Jan. 21-23, 2008	Prof. M Janakiraman & Prof. Ashwani Kumar	New Delhi
Project Management	Jan. 21-23, 2008	Prof. K N Singh & Prof. Sushil Kumar	IIML
Managerial Effectiveness	Jan. 28 – Feb. 1, 2008	Prof. Archana Shukla	IIML





### LMA's convention on November 16

13 Nov. 2007

LUCKNOW: Lucknow Management Association (LMA) is organising its Annual Convention-2007 here on November 16. The theme of the convention is 'Making of a modern and prosperous state — challenges and strategies'. This theme is very relevant given the fact that UP is potentially on the threshold of rapid economic development. The convention is expected to make a significant contribution in facilitating governmental interventions to bring transformation in various sectors in UP. The LMA, which has been adjudged by All India Management Association (AIMA) as the best local management association in 2006-2007, organises its annual conventions mostly on themes related to management, transformation and governance with special focus on UP. BK Chaturvedi, member, Planning Commission, Government of India and former cabinet secretary will be the chief guest while Nripendra Misra, chairman, Telecom Regulatory Authority of India will be the guest of honour at the convention. Shyam Saran, special envoy to Prime Minister's office, will deliver the keynote address and PK Mishra, chief secretary of UP and chairperson, advisory council, LMA, will preside over the session and share UP's development agenda. Prof Devi Singh, director, IIM, Lucknow will also grace the occasion.

### CAT throws up tough questions

19 Nov 2007

NEW DELHI: Hiccups for the 40,000 IIM aspirants from Delhi who appeared for the CAT on Sunday came in the form of some tough questions in the quantitative analysis (QA) and English language sections of the country's toughest MBA entrance test.

Though the pattern of the paper was similar to last year's, there were complaints of an error in the data interpretation section. IIM officials, however, said they were yet to identify the error. "As of now, we stand by the paper and no error has been reported. However, if there is such an error, we will take care of it and students will not have any problems," said Satish Deodhar, chairman (admissions), IIM-Ahmedabad.

Meanwhile, IIM-Lucknow chairman (admissions) Saji K B Nair said the test was conducted peacefully in the city. All seven IIMs will declare their cut-offs in January.

### Gauging product awareness through games

22 November

While games such as 'Bhool Bhulaiyya', 'Ta Ra Rum Pum' and 'Sholay' could keep you entertained for hours at IIM-Lucknow's two-day 'Information Through Disguised Experimentation' (INDEX) fair to be held on November 24 & 25 at circus ground, Aliganj, its going to be serious business for both students and participating companies. And how? The games based on the concept of 'Disguised Market Research' would be gauging product awareness, competition, customer needs and marketing strategy for companies effectively from visitors busy playing a game at the fair while oblivious of the fact that a product perception is under test at the hands of the students. Hindustan Times and Hindustan are media partners for the fair. "This is a market research exercise with lots of fun and experimentation. The idea of this fair is to design events which provide a true perception of product preferences of the consumers for various companies," director of IIM Lucknow, Dr Devi Singh told reporters.

He said that almost 50 per cent of the students in the Post Graduate Programme (PGP) would be involved in the annual event, which is taken very seriously, by both students and the corporate world.

A total of 10 companies are participating in this fair which are mostly from the Fast Moving Consumer Goods (FMCG) sector this time round. We had 15,000 visitors last year at the fair and we expect to get many more visitors at this year's event," he said. There is also the 'Tata iBrand 2007' event introduced in the 2006 as part of the fair for the first year PGP students. The aim of the iBrand is to enable the students gain valuable insight into promotional strategy concepts for various brands while making the exercise full of fun for them while testing their creativity," commented Chairperson of Student Affairs committee, IIM Lucknow, Prof. Amita Mittal.



## Business Standard

### **IIMs not to reveal salary figures**

21 November, 2007

Threat to students and worried companies have made the IIMs sit up. After years of being compared on the basis of the pay packets offered to their students, most Indian Institutes of Management (IIMs) have decided not to reveal the salary figures from this year onwards. While IIM-Indore has already decided not to reveal salaries, IIM-Calcutta may not reveal the company's name. IIM-A, though, is yet to take a call. If IIM-Bangalore and IIM-Lucknow stopped revealing placement salaries due to threat to students, other B-schools are likely to follow suit. The reason: Companies offering high packages are being confronted by a new human resources problem in the form of their existing young employees who get disheartened to see students with no experience walking out with better profiles and overall packages than them.

"A student from the IIMs would definitely start off with a better package than his or her counterpart from any other management school. It depends on the company and how well they are able to communicate with existing employees regarding parameters of growth. If the communication is not in place, it could certainly lead to an insecure work environment," said the head of HR at a top investment bank which recruits from IIMs every year. IIM Indore, which was asked by companies not to do reveal salary figures in order to avoid conflicts with its existing employees has, therefore, continued the trend set by IIM Bangalore and followed by IIM Lucknow. IIM Bangalore had stopped revealing salary figures after a student wrote to the institute that they were facing physical and psychological distress since the large salary figure could attract unscrupulous elements. IIM Lucknow decided to follow suit for final placements in March 2007 citing "value" reasons.

### **IIM-L to suggest ways to improve quality of food**

2 November, 2007

FOLLOWING incidents of students falling sick after eating mid-day meal at government schools in the last two months, the Basic Education department has constituted an advisory committee to advice the government on improving the quality of mid-day meals and its distribution in the state.

The committee comprises experts from Indian Institute of Management, Lucknow, social activists, nutritionists, etc. It aims at finding out the loopholes and look into the possibility of bringing changes in the system, so that students are given nutritious cooked food at schools and at the same time are saved from food poisoning. Rohit Nandan, Principal Secretary, Basic Education department, said, "These incidents are unfortunate and we are trying best to minimize them in the future. Initial departmental findings revealed that majority of these incidents were reported on Thursday – the 'Puri-Sabji Day'. Thus we have banned distribution of puri-sabji in schools with immediate effect". Nandan further said that experts from IIM, Lucknow would suggest ways for proper management of the scheme that involves over 1.38 lakhs schools in the state. The committee will also suggest ways for increasing awareness about the scheme as well as about basic hygiene in preparing and distributing food.

### **IIM to Provide platform for entrepreneurs**

29 November, 2007

STUDENTS of IIM Lucknow (IIM-L) have decided to provide a platform to the entrepreneurs who are looking for venture capitalists to start their business. Partnering with venture capital organizations like Seed fund, NEA-Indo US Ventures, Baring Private Equity, Abhiyan- the entrepreneurship cell of IIM-L - will give chance to eight finalist across the country. The winners will be given funds to the tune of \$2, 00,000 depending upon their requirements. "We used to hold business plan contest for students from various B-Schools. We got good feedback and also got good response from venture capitalists. This year for the first time, we decided to provide a platform for entrepreneurs who are looking for funds," said Nilesh Trivedi, co-ordinator of Abhiyan, IIM-L's entrepreneurship cell.

**THE HINDU**  
INDIA'S NATIONAL NEWSPAPER

29 November, 2007

Indian Institute of Management, Lucknow will be conducting a special workshop in December for middle and senior managers of corporate houses and government Organizations on "Corporate social responsibility and sustainable business". The training will sensitize corporate managers to various issues of CSR and expose them to international developments in sustainable business management.

The workshop, to be held from December 18 to 20, will cover topics like Institutional Environment and Business, Concept of Sustainability: the new broad agenda, Dimension of Sustainability, Business Ethics and Public private partnership.

**GYANODAYA- LATEST ARRIVALS**

**LEADERSHIP**

"Leadership lessons from west point", edited by Doug, Crandall. San Francisco: John Wiley, 2007. 397 p; 25 cm.

**MANAGEMENT**

Darby, Mark "Alliance Brand: fulfilling the promise of partnering". Chichester: John Wiley, 2006. 376 p; 24 cm.

**MARKETING**

Creveling, Clyde M "Six sigma for marketing processes: an overview for marketing executives, leaders, and managers". New Jersey: Prentice hall, 2006. 269 p; 24 cm.

McDonald, Malcolm "Market segmentation: how to do it, how to profit from it". Oxford: Butterworth Heinemann, 2004. 465 p; 25 cm.

**MULTIDISCIPLINARY**

Abdul Kalam, A.P.J "The life tree poems". New Delhi: Penguin, 2005. 92 p; 22 cm.

"Digital libraries: from technologies to culture", edited by C Anandan and M Gangatharan. New Delhi: Kanishka Publishers, 2006. 391 p; 25 cm.

Koch, Richard "The 80/20 Principle: the Secret of achieving more with less. New York: Doubleday, 1998. 227 p; 21 cm.

Sanghvi, Vir "Men of steel: India's business leaders in candid conversations with Vir Sanghvi". New Delhi: Roli Books, 2007. 109 p; 23 cm.

**POLITICAL SCIENCE**

Jagmohan "Soul and Structure of governance in india". New Delhi: Allied Publishers, 2005. 516 p; 25 cm.

**SOCIAL PROBLEMS & SERVICES**

Gaur, S "Environment management: role of NGOs, risk perception and its mitigation: Jaipur: Book Enclave, 2006. 311 p; 23 cm.

