



IIML NEWSLETTER

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RESEARCH PUBLICATIONS

INTERNATIONAL COLUMN

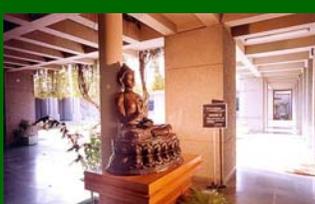
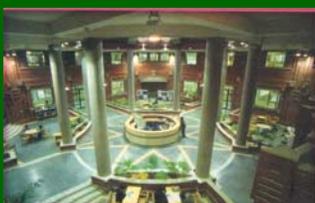
Saji, K.B. and Jain, Karuna. 2006. Modelling the Technology Transfer Process in IJVs: A Relationship Based Approach. *International Journal of Technology Transfer and Commercialisation* 5(3): 251-262.

The objectives and requirements of transferor and transferee do provide the base for the success of the technology transfer process. However these objectives and requirements are normally found to be varying from stage to stage, which altogether makes the technology transfer process more difficult and complex to get materialised. Such a situation calls for an integrated effort on behalf of the transferor and transferee to build up and maintain a strong relationship for the mutual benefit of both through interactive and value added contacts over a long period. This paper, for the first time in the high tech product marketing domain, deals with the real issue of modelling the technology transfer process with a transferor transferee relationship perspective specific to the International Joint Ventures context.

Shukla A. & Srinivasan R. 2006. LOkvani: A Case of Public Private Partnership in eGovernance. Paper published in Gronlund, et al. (Eds.) *Electronic Government: Communication Proceedings of the fifth International eGOV Conference*. Poland: Trauner Verlag (pp 343-350).

Lokvani, meaning 'voice of the people', is an e-governance initiative in the Sitapur District of Uttar Pradesh. Lokvani enables citizens to interact with the government without physical visits to any government office. It is driven by a profitable business model for private entrepreneurs; easy and convenient access to information to the citizens through a hassle-free citizen-government interface; and ensuring fairness in decision making, accountability of public offices, and transparency in administration.

Lokvani operates on a public-private partnership revenue model, with private entrepreneurs charging nominated fees from the citizens for their



interactions with the government. These entrepreneurs were required to take licenses for becoming a Lokvani center by paying a registration fee. The revenues for the Lokvani Kendra would come from the users who would pay the stipulated fees for accessing the site.

The services offered by Lokvani includes a citizen complaint/ grievance redressal system; single window services for issue of caste certificates, income certificates; birth and death certificates, etc.; tendering information; online land records; details of government works and schemes; status of arms licenses; and a host of other citizen services.

Srivastava, Samir K. and Srivastava, Rajiv K. 2006. Managing Product Returns for Reverse Logistics. *International Journal of Physical Distribution & Logistics Management* 36(7): 524-546.

Purpose – The purpose of this paper is to present a framework to manage product returns for reverse logistics by focusing on estimation of returns for select categories of products in the Indian context.

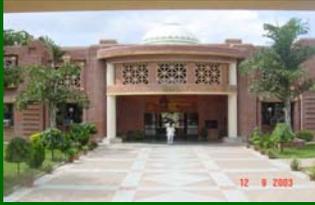
Design/methodology/approach – The paper develops a conceptual model and thereafter an integrated modeling framework borrowing from existing literature and industry practices. It utilizes product ownership data, average life cycle of products, past sales, forecasted demand and likely impact of environmental policy measures for estimating return flows. Informal interviews with 84 stakeholders are carried out to estimate significant parameters. Software packages, decomposition methods and heuristics are utilized for solution.

Findings – The integrated framework helps in estimating returns for select categories of products and thereafter taking simultaneous decisions on their disposition, location and capacity of facilities and flows of returned products for a given time horizon under various strategic, operational and customer service-related constraints.

Research limitations/implications – A “push” system where the volumes of returns drive the decisions. Estimations and optimization have been carried out for select product categories and not brands or original equipment manufacturers (OEMs). No free choice of facility locations.

Practical implications – The insights and learning under different scenarios may be utilized as inputs for decision making by various stakeholders such as OEMs and their consortia, local remanufacturers and third party service providers.

Originality/value – At methodological level, our framework combines



descriptive modeling with optimization technique, while at topological level; it provides detailed solutions for network configuration and design.

Vipul. 2006. Impact of the Introduction of Derivatives on Underlying Volatility: Evidence from India. *Applied Financial Economics* 16(9): 687-697.

This article investigates the changes in volatility in the Indian stock market after the introduction of derivatives. There is strong evidence of a reduction in the volatility of the underlying shares after the introduction of derivatives. This is largely attributable to a reduced persistence in the previous day's volatility. However, the inter-day unconditional volatility of the equity index increases. This contradiction is explained by an increased correlation between the prices of its constituent shares caused by arbitrage transactions in the cash market. This study reconciles the apparent contradictions in the results of earlier studies some of which report an increase, as against many others which report a decrease, in the volatility on introduction of index futures.

BOOK CHAPTER

Sahu, Sada Bihari and Raut, Tapas Kumar. 2006. Need of Library Legislation in Uttar Pradesh. In Rao, P. Venkata (Ed.), *Vistas of Information Management: Professor H.R. Chopra Felicitation Volume*. England: Wisdom House: 161-166.

This paper defines literacy and lifelong learning and their significance to the development of a country. It reflects the correlation between library legislation and literacy, illiteracy rate in different states of India.

Finally, the paper concludes that the public library service supports the educational, social and cultural development of all citizens, indeed that it is the essence of inclusion. It is possible only the implementation of library legislation of library legislation for the state is must.

PAPER

Dash, S.B. 2006. Does Culture Influence Service Quality Expectations? A Test of Cultural Influence in Banking Service Expectation. *ICFAI Journal of Consumer Behavior* 1(2): 16-30.

This study investigates the effect of consumer's personal cultural orientation on their service quality expectations from banks in Indian context. The author argues that expectations of service quality vary within same national cultural context. Using two of Hofstede's five dimensions of culture operationalized at the individual level and five



dimensions of service quality from Parasuraman, Zeithaml, and Berry's SERVEQUAL scale, the author develops and tests hypotheses relating dimensions of culture with dimensions of service quality expectations. He shows that the importance of SERVEQUAL dimensions is very much related to Hofstede's cultural dimensions within the same national cultural context. Results indicated that consumers low on power distance expect high responsive and reliable service. High power distance customers attached higher importance on tangibles than low power distance consumers. Consumers high on individualistic cultural value expect lower empathy and assurance from the service provider than low individualist customers.

CONFERENCE/

SEMINAR PAPERS

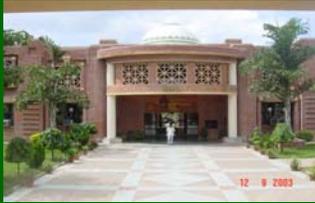
Shukla A. and Srinivasan R. 2006. **LOkvani: A Case of Public Private Partnership in e-Governance.** Paper presented at the International Conference on 'E-Government', organized by Association for Database and Expert Systems Applications, held at Krakow, Poland, during September 4-8, 2006.

Lokvani, meaning 'voice of the people', is an e-governance initiative in the Sitapur District of Uttar Pradesh. Lokvani enables citizens to interact with the government without physical visits to any government office. It is driven by a profitable business model for private entrepreneurs; easy and convenient access to information to the citizens through a hassle-free citizen-government interface; and ensuring fairness in decision making, accountability of public offices, and transparency in administration.

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Singh, Prakash. 2006. **Corporate Social Accounting: An Empirical Study on Social Information Disclosure in Indian Corporates.** Paper presented at a National Seminar on 'Business Ethics: Indian Scenario and Future Challenges', organized by Narsee Munjee Institute of Management Studies,



Mumbai and some other B Schools, Mumbai, during August 4-5, 2006. (*The paper has been selected as one of the ten best papers*).

The role of business in the society has witnessed a dramatic change in the recent times. Much of the change is being explained by the rapid industrialization and rapid commercialization of the society which has resulted in the development of very close and direct relationships between corporates and the society in which it operates. Simultaneously, an increasing awareness in our society in recent times has led to a phenomenon whereby the corporate managers are becoming increasingly aware and responsive for the consequential social and environmental impact of their respective business activities. It has necessitated investment of substantial amounts in social activities by the corporate sector with the sole aim of nullifying the evil consequences of industrialization. Responsible and socially inclined business managers have taken the lead by committing significant amount of their corporate resources towards the attention of various social problems. However, at the same time, finance managers in such organizations are facing criticism from few stake holders in terms of the financial implication of such investments. The Finance managers have been working on methods and techniques by which the investment in such “non productive assets” could be reported and justified.

The present study aims to evaluate the divergent social responsibility disclosure practice in Indian corporates (both private as well as public sector) by closely analyzing the extent of corporate social disclosures in Indian companies and evaluate the status of social responsibility disclosure practices in Indian companies.

CASES

Awasthi, Maya Kant and Ojha, R. K. 2006. Collaborative Agricultural Development : A Case Study of Land Reclamation Project. *IIML Case Series-2006-6*.

The Case examines various issues involved in developing a collaborative agricultural development project, strength and weakness of participatory developmental model and role of external factors in shaping outcome of the project which is based on collaborative approach and attempt to involve various stakeholders of agricultural developmental process.

Awasthi, Maya Kant and Ojha, R. K. 2006. Participatory Innovations in Agricultural Technology Dissemination: A Case Study of National Agricultural Technology Project, India. *IIML Case Series: 2006-7*.

This case is about the adoption of innovative participatory approach in agricultural technology dissemination process involving various stakeholders of agricultural technology dissemination process at the



national level. Case elaborates various constraints and probable outcomes of such technology dissemination approach.

WORKING PAPER

Mishra, A.K. 2006. *The Market Reaction to Stock Splits-Evidence from India. IIML WPS 2006 -15.*

Stock splits are a relatively new phenomenon in the Indian context. This paper examines the market effect of stock splits on stock price, return, volatility, and trading volume around the split ex-dates for a sample of stock splits undertaken in the Indian stock market over the period 1999–2005.

The traditional view of stock splits as cosmetic transactions that simply divide the same pie into more slices is inconsistent with the significant wealth effect associated with the announcement of a stock split. However, the empirical evidence confirms a negative effect on price and return of stock splits. The overall cumulative abnormal returns after the split are negative. These results suggest that stock splits have induced the market to revise its optimistic valuation about future firm performance, rejecting signaling hypothesis to which splits convey positive information to markets. Hence, stock splits have reduced the wealth of the shareholders. The results also show that presence of a positive effect on volatility and trading volume following the split events, thus suggesting that split events enhance liquidity.

KEYNOTE ADDRESS DELIVERED

Jain, Arun Kumar. 2006. *Challenges in Rural Development in Market Driven Economy.* Delivered the inaugural keynote address at the National Seminar on ‘Challenges in Rural Development in Market Driven Economy’, conducted by Lal Bahadur Shastri Institute of Management and Technology, Bareilly, on August 27, 2006.

MEMBERSHIP NOMINATION

Prof. N.K. Gupta has been nominated as an Outside Expert on the Board of Studies in Business Administration for Maharshi Dayanand University, Rohtak, in terms of Statute-28(2) Act, for a period of two years, w.e.f September 08, 2006.



COSULTANCY TRAINING

Sl. No.	Assignment	Faculty
1.	Sustainable Competitive Advantage through HRM in small businesses, Vishal Videos, Lko. & their Nokia Dealers, on April 10, 2006	Prof. Anjani Koomar
2.	Learning to Learn & HRM for Schools, workshop for Headteachers of UK & India at British High Commission, Delhi , on May 5, 2006	Prof. Anjani Koomar
3.	Managerial Success: A Competency based approach, workshop for Executives of Hughes Communications, Gurgaon, during August 16-20, 2006	Prof. Anjani Koomar
4.	Strategic HRM of Schools in 21st. Century, workshop for Principals at Principals' Centre, New Delhi, September 15-16, 2006	Prof. Anjani Koomar & Prof D Chatterjee

MANAGEMENT DEVELOPMENT PROGRAMMES

Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Marketing: The Winning Concepts and Practices	Prof. Jitendra K Das	New Delhi Sept.04-08, 2006
2.	Building Organizational Culture for Performance	Prof. Pankaj Kumar	Lucknow Sept.06-08, 2006
3.	Data Analytics for Business Decision Making	Prof. Ashwani Kumar Prof. M. Jankiraman	Lucknow Sept.06-08, 2006
4.	Good Governance and Role of Police	Prof. Sushil Kumar	Lucknow Sept.11-15, 2006
5.	Corporate Communication and Media Relations	Prof. Neerja Pande	Lucknow Sept.18-20, 2006
6.	Personal Growth through Emotional Intelligence	Prof. Shailendra Singh	Lucknow Sept.18-20, 2006
7.	General Management Programme for SBI P.O.'s	Prof. Bharat Bhasker & Prof. N K Gupta	Lucknow Sept.18-Oct.14,2006

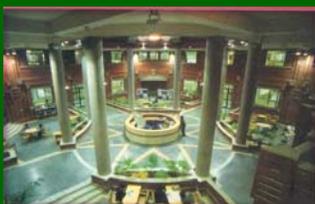
FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES

Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Team Building	Prof. Archana Shukla	Lucknow Oct. 09-13, 2006
2.	Agribusiness Supply Chain Management	Prof. Jabil Ali & Prof. M.K. Awasthi	Lucknow Oct. 11-13, 2006
3.	Effective Communication for Managerial Success	Prof. Neerja Pande	Lucknow Oct. 16-18, 2006
4.	Women in Leadership	Prof. Debashis Chatterjee	Mumbai Oct.30-Nov.01,2006
5.	Measuring and Enhancing Customer Profitability	Prof. Amit Mookerjee	New Delhi (Non-Residential) Nov. 01-03, 2006
6.	Managing Business Effectively: Legal Tools for Non-Legal Executives	Prof. D.S. Sengar	Lucknow Nov. 13-15, 2006
7.	Competing in Emerging Markets	Prof. M. Akbar	Lucknow Nov. 06-10, 2006
8.	General Management Programme	Prof. R. Srinivasan	Lucknow Nov. 13-24, 2006
9.	Rural Marketing	Prof. M.K. Awasthi & Prof. Jabil Ali	Lucknow Nov. 15-17, 2006
10.	Managerial Effectiveness	Prof. Archana Shukla	Lucknow Nov. 20-24, 2006
11.	Enhancing Managerial Capability through Stress Management	Prof. Shailendra Singh	Lucknow Nov. 27-29, 2006
12.	Managing Projects Successfully in a Complex Environment	Prof. S.S. Sahay	Lucknow Nov.27-Dec.01,2006
13.	Problem Solving Skills for Effective Performance	Prof. Sushil Kumar	Lucknow Nov.30-Dec.02,2006

APPOINTMENTS

Dr. Payal Mehra joined the Institute as a Visiting Assistant Professor in the Business Communication Group, w.e.f. September 01, 2006 (forenoon).

Dr. Payal Mehra has obtained her Doctoral and MBA degree from Lucknow University. She has professional experience of 11 years. Before joining the Institute, she had been working as Sr. Lecturer at Jaipuria Institute of Management, Lucknow. Prior to that she worked briefly in the Corporate Communication Department of Usha India, New Delhi.



Dr. Mehra has published several articles in referred journals and has two national conference presentations to her credit. Her area of interest in teaching and research include all aspects relating to Management Communication and Education Pedagogy.



Dr. Manoj Anand joined the Institute as Professor in the Finance and Accounting Group, w.e.f. September 06, 2006 (forenoon).

Dr Manoj Anand is a Ph.D. in Project Appraisal and Finance from UBS, Panjab University, Chandigarh. He did his M.Com in Finance & Accounting from UBS with distinction & First Position in Panjab University. He is a Fellow Member of the Institute of Cost and Works Accountants of India, Calcutta.

Dr. Anand has worked with Customs and Central Excise Commissionerate as an ICAS Officer. He has vast teaching, research, and consulting experience with different business schools such as UBS, Panjab University, Chandigarh; Indian Institute of Management, Indore; Management Development Institute, Gurgaon; S P Jain Institute of Management Research, Mumbai; and National Institute of Financial Management, Faridabad;. His last assignment was with UBS, Panjab University, Chandigarh as Professor. His teaching, research and consulting interests include Corporate Finance, Project Appraisal & Finance, and Strategic Cost & Financial Management.

He has published several research articles in the referred journals and has several national conference presentations to his credit.

LIBRARY ANNUAL DAY

Seventh Annual Library Day was celebrated by the Institute on Saturday, September 23, 2006. As a part of the Annual Day Celebrations, the IIML library remained open round-the-clock for visits/consultations by scholars of the town. On the occasion, a lecture was organized on “**Scholarly publishing and Open Access**”, by **Dr. Jagdish Arora**, Chief Librarian, Indian Institute of Technology, New Delhi.



Mr. M.K. Singh, Deputy Librarian, in his welcome note, shared his experience in developing the library to its present status, and acknowledged the help and cooperation extended by users, management and staff in the growth and development of the library. Welcoming Dr. Arora, Mr. Singh, acknowledged his contribution in the field of library science.

Prof. Vipul, Dean, Planning & Development, IIML talked about how technology has changed the information world and emphasized the importance of service aspects of library & information centres.

In his presidential address, **Dr. Devi Singh**, Director IIM Lucknow, said that in order to become the knowledge driven organization, we have to give importance to information centres with resources.

Addressing the delegates, the Chief Guest, **Dr. Jagdish Arora** emphasized the value of open access publishing, which is very cost effective and has no limitations in reaching masses.

Mr. Sanjay Degloorkar, Assistant Librarian ended the session with a vote of thanks.

COMMUNITY AFFAIRS

VISHWAKARMA PUJA was performed on September 17, 2006, in the premises of Power Station.

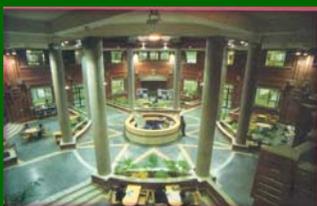
FROM THE PRESS

- From politicians to defence officers, everyone needs management lessons these days. We explore why being a better manager can benefit them in life.

It's time for management gurus to rake in the moolah. Gone are the days when only corporates required their employees to be well versed in management lessons.

Now, these management mantras are coming in handy for people working in different fields. After the Indian bureaucracy showed an inclination to hire IIM graduates in order to streamline its working, IIM Lucknow is designing a course for our neta log to help them learn the art of political management.

In the past, IIM-L has already conducted special classes for retired defence personnel and IIM Ahmedabad is all set to conduct a similar course for post retirement rehabilitation of defence officers.



[Excerpts from The Times of India (Lucknow Times), Lucknow, September 07, 2006, p. 02]

- INDIA’s first woman IPS officer, Dr. Kiran Bedi, will be addressing the cops on ‘Good Governance and Role of Police’, at the Indian Institute of Management, Lucknow (IIM-L) on Wednesday. Bedi will also have interactive session on ‘Early Leadership’, with the management students. IIM is conducting management development programme for IPS Officers. The programme will conclude on Friday.

[Excerpts from The Indian Express, Lucknow, September 13, 2006]

- There are few celebrities like the Director General Bureau Police Research and Development, Kiran Bedi. The 1994 Magsaysay award winner and the first women IPS officer preferred to walk from the gates of the Indian Institute of Management to the lecture room instead of riding the car even as the sun beat vertically at 12 noon. Dressed in pants, she entered the hall in a brisk gear.

Showing absolutely no signs of exhaustion and went full throttle to give a lecture for two hours. She had a tête-à-tête with *The Pioneer* after the lecture.

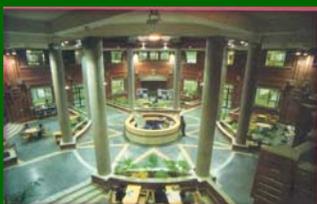
Ask her the state of policing in Uttar Pradesh and she minces no words, “There is a scope for huge reformation and many issues need to be addressed.

[Excerpts from The Pioneer (City Pioneer), Lucknow, September 14, 2006, p. 01]

- The Bureau of Police Research and Development (BPRD), Government of India, is planning to enter into a strategic tie-up with the Indian Institutes of Management (IIMs) and various universities for research and development of training programmes for better policing.

This was revealed by Kiran Bedi, director general, BPRD, on Wednesday, while talking to reporters at the Institute of Management, Lucknow (IIM-L), where she had come to attend the vertical integration course for IPS officers on “Good Governance and Role of Police,” organised jointly by IIM-L and BPRD.

Bedi said that talks with the Chennai University were already underway and hoped of arriving at similar understanding with IIMs as well. The aim was to develop training modules to help police officers manage policing in more effective manner.



”We need to sensitise cops towards adopting new methods to check crime,” she said.

[Excerpts from The Times of India, Lucknow, September 14, 2006, p. 02]

- She has earned the title of ‘Supercop’ without having to take recourse to third degree treatment on criminals but she still carries the tough cop image when she says, “Capital punishment should not be abolished.”

Having many firsts to her credit - the first woman IPS officer, first woman head of Tihar Jail- the largest prison in Asia-Pacific, the first person to introduce meditation to bring about an attitudinal change in the criminals, she is Dr Kiran Bedi, presently holding charge of Director General, Bureau of Police and Research Development, Ministry of Human Affairs.

Bedi has her own reasons for not resorting to third degree for breaking a criminal. “Prayers and meditation assisted me in getting the crime confessed from the dreaded criminals.” And ask about the third degree’s role in crime confession- “It’s unethical...the treatment cannot be justified in any way.” How can such an (evil) treatment be given to humans, added Bedi scornfully.

[Excerpts from The Indian Express (Express Newslite), Lucknow, September 14, 2006, p.03]

- THE BUREAU of Police Research and Development (BPR&D) would soon sign MoUs with IIMs and prominent universities across the country. The MoUs would be to do joint research and conduct training/ sensitization programmes or courses for cops of the rank of superintendent of police (SP) and above.

“Through this we can probably get a fair assessment about the people’s perception about police as well as conduct useful research for cops,” she said.

Bedi said a MoU with Chennai University would be signed soon. “We also want to sign a similar MoU with IIM L”, she added. Bedi said the collaboration might also result in BPR&D thinking of ranking the various states on various parameters related to police performance.

[Excerpts from The Hindustan Times, Lucknow, September 14, 2006]

GYANODAYA- RECENT ARRIVALS

1. Agenor, Pierre-Richard. 2006. *The Economics of Adjustment and Growth*. 2nd ed. New Delhi: Viva Books.
2. Brebaker, Dale L. 2006. *The Charismatic Leader: The Presentation of Self and the Creation of Educational Settings*. Thousand Oaks: Corwin Press.
3. Desai, Ashok V. 2006. *India's Telecommunications Industry: History, Analysis, Diagnosis*. New Delhi: Sage.
4. Eisenberg, Lee. 2006. *The Number: A Completely Different Way to Think About the Rest of Your Life*. New York: Free Press.
5. Hackley, Chris. 2005. *Advertising and Promotion: Communicating Brands*. London: Sage.
6. Kapoor, Kapil and Singh, Avadhesh Kumar. Eds. 2005. *Indian Knowledge Systems*. Shimla: Indian Institute of Advanced Study.
7. Peng, Mike W. 2006. *Global Strategy*. Ohio: Thomson.
8. Ranadive, Vivek. 2006. *The Power to Predict: How Real-time Business Anticipate Customer Needs, Create Opportunities and Beat the Competition*. New Delhi: TMH.
9. Ritzer George. 2005. *Enchanting a Disenchanted World: Revolutionizing the Means of Consumption*. 2nd ed. Thousand Oaks: Pine Forge Press.
10. Singh, T.D. Ed. 2005. *Towards a Culture of Harmony and Peace*. New Delhi: Delhi Peace Summit.

