



Indian Institute of Management Lucknow



newsletter

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"To laugh often and much; to win the respect of intelligent people and the affection of children; to earn the appreciation of honest critics and endure the betrayal of false friends; to appreciate beauty, to find the best in others; to leave the world a little better; whether by a healthy child, a garden patch or a redeemed social condition; to know even one life has breathed easier because you have lived. This is the meaning of success."

- Ralph Waldo Emerson

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RESEARCH PUBLICATIONS

JOURNAL PUBLICATIONS

Aeron, Harsha, Tarun Bhaskar, Ramasubramanian Sundararajan, Ashwani Kumar and Janakiraman Moorthy, "A Metric For Customer Lifetime Value of Credit Card Customers" *Journal of Database Marketing & Customer Strategy Management*, Vol. 15 No. 3 (2008): 153-168.

ABSTRACT

Estimating customer lifetime value (CLV) is becoming increasingly important in order for firms to identify and invest on prospective profitable customers. A credit card issuer firm has to take several different decisions regarding a customer throughout her stay with the firm. CLV estimation can help a firm in making some of these crucial decisions. In this paper, we have presented a conceptual model for revenue from a credit card customer and have further presented a metric for CLV. This metric has been designed specifically for credit card customers. We have simulated different states of a customer to demonstrate how the proposed metric works.

Kumar, Ashwani and M. Janakiraman, "Cognizant Technology Solutions: Growth and Transformation of its Data Warehousing and Business Intelligence Division", *Journal of Information Technology Cases and Application Research*, Vol. 10, Issue 3 (2008)

ABSTRACT

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. 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 Data warehousing, 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.

Raina, R. L. and P.R. Banerji, "Governance Mechanism for Management Education Institutions in India", *LBS Journal of Management & Research* Vol. 6 Nos. 1-2 (2008): 21-31.

ABSTRACT

Management Education has taken its root in India. However, as far as quality is concerned, it is still limited to a handful of schools out of a total 2500 or so. Accordingly, there is great urgency that all these schools develop a governance system so that most of them become competent enough to offer acceptable educational qualifications. This will help in creating a reservoir of managerial talent so very necessary for the rapid growth of the country's industrial and service sectors. All this should, however, be subject to the demands of the regulatory bodies. It is in this contest that the paper

attempts at specifying a model governance mechanism for management education institutions in India.

Saji, K.B. "Modeling the Market Adoption of Mobile Payment Solutions"; *International Journal of Mathematical Models and Methods in Applied Sciences*, (NAUN) Vol.2, No.2 (2008):148-153.

ABSTRACT

As mobile commerce becomes increasingly acceptable, mobile payments (m-payments) are now predicted to have a brilliant future. In order to exploit this growing opportunity, a number of innovative m-payment products have been brought to the market by many firms in recent years by taking advantage of the rapid technological progress. However, the evolution of m-payment market is subjective to scores of speculative scenarios that have led to many new product failures. The central issue of concern here is observed to be the problem of choice by the customers. Although many commentaries are available in the existing literature on the status of mobile commerce acceptance in general, there is no focused effort so far to explore the market adoption of m-payment solutions. To address this critical gap, an exploratory study has been conducted on the market adoption of m-payment solutions. With the support of carefully chosen international cases, this paper reports the antecedents of market adoption of m-payment solutions.

CONFERENCE/SEMINAR PUBLICATIONS

Chaddha, Kavita, "Quality Management in Library Operations and Services", Paper presented at the National Conference on 'Current Problems of Libraries and Information Services in Electronic Age', organized by IILM-AHL: GSM, at IILM at Greater Noida on June 5, 2009.

ABSTRACT

This paper focuses on the use of quality measures in library operations and services in digital era. Now-days, the library users want to have every bit of information at their desktop at the click of the mouse without waste of their valuable time. It should be relevant, precise and easy to use. In the process of retrieving and dissemination of information, the libraries can use quality measures in its operations and services, which will ultimately provide satisfaction to its users and patrons alike. Various quality measures like Teamwork, TQM and BPR have been discussed with a bend towards academic/research libraries.

Gupta, Kriti Bardhan, "Consumer Behaviour for Food Products in India", Paper presented at 19th Annual World Forum and Symposium titled, 'Global Challenges Local Solutions', organized by International Food & Agribusiness Management Association, held at Budapest, Hungary during 20-23 June 2009.

ABSTRACT

Based on literature survey, focused group discussions and questionnaire based survey of 326 respondents in Uttar Pradesh and National Capital Region (NCR), the study explored the consumer behaviour for food products in India.

It identified the major factors affecting the purchase decisions for major categories of food products (fruit and vegetable, milk and milk products, food grains and pulses, and Processed food) in India. It analyzed the perception of quality about various categories of food products among consumers.

It measured the changes in the food consumption habits and purchase decisions for people due to their movement and settlement to new regions and listed out the factors responsible for such changes due to regional movements.

Mukundadas, V. and K.B. Saji, "Antecedents and Consequences of Corporate Societal Marketing: An Exploratory Study from India". Paper presented (as the lead-paper in the Not-for-Profit Marketing track chaired by Dr.V.Mukundadas) and published in the refereed proceedings of the 31st INFORMS Marketing Science Conference, organized by the INFORMS Society for Marketing Science at Stephen M. Ross School of Business, University of Michigan, Ann Arbor, Michigan, USA during June 4-6, 2009.

ABSTRACT

Most marketing practitioners have now gained implicit faith in the theory that what is good in the long run for society is good for business. This principle is in fact the basis on which most proponents of corporate societal marketing (CSM) expound their views. The validity of the CSM concept has been explored further in many of the contemporary researches, which have taken the notion of CSM further. The use of CSM appears to be on the rise in accordance with the increasing recognition of the vast potential of CSM programmes. In the present research that is exploratory in nature, the CSM is defined to encompass the firm-level marketing initiatives having at least one non-economic objective related to social welfare by employing the resources of the firm and/or its partners. For the exploration purpose, the research employed the case study method comprising of a series of seven carefully chosen organizational case studies from India. The present paper, which is an offshoot of the ongoing research by the authors, reports the antecedents and consequences of CSM. The paper is also successful in developing a theoretical framework for assessing the CSM process effectiveness, which is being considered for empirical validation in the emerging market context.

Pati, S. P., M. Padhi and Pankaj Kumar, "Employee Typologies and their Organizational Commitment: A Barriers to Creativity Perspective." Paper presented in the Conference on Global Competition and Competitiveness of Indian Corporates at IIM Kozhikode during May 21-23, 2009.

ABSTRACT

The paper explores the prevalent types of employees present in an organization based on the experienced barriers to creativity. Apart from that the paper explores the type of organizational commitment displayed by the above employee types. Cluster analysis of the barriers to creativity data was done to investigate the prevalent employee types and ANOVA was used to determine the types of organizational commitment displayed by the above determined employee types. The results showed the existence of two types of employees in the organizations based on experienced barriers to creativity - the self constrained employees and the organizationally constrained employees. While the self-constrained employees have an intrinsic drive to commit to the laid down rules and regulations of the organization providing time pressure as a regular excuse for underperformance, the organizationally constrained employees are extrovert ones yet their extra role behavior may or may not be in congruence with the organizational goals. Moreover ANOVA analysis brought out the fact that there is significant effect between the above employee types and the dimensions of person centric and opportunistic commitment. Since innovation and creativity are so relevant in the current globalized business scenario a differentiation of employees based on barriers to creativity helps the management in differentiating between the productive and unproductive lot as well as identify the factors that keeps their employees committed to the organization. Moreover the fruitfulness of such commitment can also be analyzed and variable HR policies to different clusters can be designed to strategically keep the productive ones in the organization.

BOOKS

Leiskar, Raymond V., Marie E. Flatley, Kathryn Rentz and Neerja Pande, "Business Communication: Making Connections in a Digital World." 11th ed. New Delhi: Tata McGraw Hill, 2009

Salient features of the Special Indian Edition:

- Enhanced communication model- adapted to achieving business related goals through communication.
- Emphasis on real situations, examples and cases.
- Expanded section on proposals- covering different purposes, types and strategies of proposals.
- Focus on technology- virtual presentations, text messages, blogs and web-based applications

BOOKS CHAPTERS

Akbar, M., "Corporate Venturing Models and Absorptive Capability: A Conceptual Framework", In Manimala, M.J., J. Mitra and V. Singh (Eds), *Enterprise Support Systems: An International Perspective*, Chapter 18, pp 304-318, New Delhi: Response and California: Sage, 2009.

ABSTRACT

Strategic Innovations has been left to be the only sustainable competitive advantage as other sources of CA are competed away. But larger established organisations are blamed to have lost both the innovation capability and entrepreneurial zeal. As the business diversity arose out of unrelated, and in most cases, unprofitable diversification motivated by management "agency" behaviour and environmental dynamism caused by de-regulation, globalisation and technological revolutions, the businesses started floundering. For renewing organizations in sync with environmental shifts, corporate venturing appeared an imperative to manage the numerator as an alternative to Alliances and M&A.

Considering such a trend in business corporations, it is necessary to design and manage corporate venturing vehicles. But one size does not fit all. It becomes necessary to understand which kind of vehicles is appropriate to build internal innovation absorption capacity under varying environmental conditions. For the sake of convenience a model is proposed by combining absorptive capacity and the knowledge chain besides proposing a 2 by 2 matrix based on degree of environmental uncertainty and innovation absorptive capacity which can help firms to choose appropriate corporate venturing models to implement innovations of strategic significance to each type of firm.

WORKING PAPERS

Rao, D. Tripathi and Krishna Mahale, "Does Distance and Time Matter for Indian Services Exports: An Application of Augmented-Gravity Model, IIML Working Paper Series, 2009-04.

ABSTRACT

In the backdrop of explosive growth of services trade over the past two decades, we explore the determinants of India's services exports through an *augmented-gravity* model. We find that: (i)

'location' does not matter for India's services exports as the effect of distance on services exports is found to be *transient* and tapers off in the long-run, (ii) services exports exhibit unlimited potential under favorable trading conditions, *per se*, 'economic freedom' of trading partner, (iii) overall, the determinants for services exports are different compared to goods exports, and (iv) while 'market size' and 'geography' (distance and remoteness) matter for goods exports both in the short- and long- run, domestic population growth significantly contributes to services exports validating H-O factor abundance model. We draw following inferences from these findings: (i) robust intellectual property rights (IPR) regimes become the drivers in providing scope for unlimited services trade as they are a necessary prerequisite for trade in knowledge embodied IT services and ITES, as weak or ambiguously defined IPR may seriously hamper appropriability from services trade, and (ii) since the market-size effect is non-existent in services exports unlike for goods exports, this serves as a good platform for comparison of structure of services trade. We conjecture that since most of the customers of services trade are concentrated in the form of large organizations and corporations in comparison to goods which cater to the diffuse set of common consumers, the structural make-up of world economy is neither a hindrance nor a facilitator for services exports.

EDITORIAL ASSIGNMENTS

Prof. Saji K.B.Nair served as reviewer (for the *Marketing Strategy* track) on the Editorial Review Board of the conference proceedings of the American Marketing Association's (AMA) 2009 Winter Marketing Educators' Conference held at Tampa, FL, USA during February 20-23, 2009.

OTHER ASSIGNMENTS

Prof. K.B. Gupta acted as judge for Student Case Competition organized by International Food & Agribusiness Management Association at Budapest, Hungary during 20-23 June, 2009.

EVENTS DURING THE MONTH



Indian Institute of Management Lucknow
Noida Campus



FIRST ANNUAL CONVOCATION OF IIML-Noida



Held on June 20, 2009.

148 students were awarded Diplomas

These included 103 graduates of the Working Managers Programme and 45 students of International Programme in Management for Executives

The first convocation of Indian Institute of Management Lucknow's Noida campus witnessed 148 students being awarded their diplomas by Dr. JJ Irani, Chairman, Board of Governors, IIM Lucknow and Dr. Devi Singh, Director IIM Lucknow. Shri Vinayak Chatterjee, Chairman, Feedback Ventures was the Chief Guest and delivered the Convocation Address.

The Noida Campus of IIM Lucknow is the first initiative by any IIM to set up a second campus wholly dedicated to executive education. IIM Lucknow's Noida campus runs two main courses: Working Managers Programme (WMP), a three year part time programme for working executives and International Programme in Management for Executives (IPMX), a one year fully residential international management programme for mid-career executives. An important ingredient of the IPMX is a 4 weeks module at Desautels Faculty of Management, McGill University, Canada.

Out of the **148 students** who were awarded their diplomas, **47 students were from the WMP 2005-2008 batch, 56 students from the WMP batch of 2006-2009 and 45 students from IPMX 2008-09 batch.**

Dr. Devi Singh, Director IIM Lucknow said that "We at IIM Lucknow are committed to creating the change-managers for tomorrow and our Noida campus was set up to meet this commitment for executive education. In the short period of 4 years, the campus has already started to become the hub of executive education activities and we believe that this auspicious start would hold us in good stead in the future as well".

The list of awardees is as follows:

Chairman's gold medal for IPMX 2008-09

Mr. Santosh Kumar

Chairman's gold medal for WMP 2005-08

Mohd. Quasim Zaidi

Director's medal for IPMX 2008-09

Mr. Lavkesh Agrawal

Director's medal for WMP 2005-08

Mr. Vikas Kumar Malhotra.

Chairman's gold medal for WMP 2006-09

Mr. Mukesh Chopra

Director's medal for WMP 2006-09

Ms. Neha Sharma

The Chief Guest **Mr. Vinayak Chatterjee**, congratulated graduating students on the occasion. "IIM L has equipped you to climb the peaks that await you. And in doing so you will realize, as Sir Edmund Hillary did,..." ..that it is not the mountains we conquer, but ourselves." Said, Mr. Chatterjee.





Leadership Talk Series

22nd June'09: Speaker- **Mr. Vinit Singh Chauhan**

Organization- JP Morgan Chase

Mr. Chauhan is an alumnus of IIM Lucknow - Batch of 1993. He is currently with J P Morgan Chase in London as the Global Risk Manager (Exotics & Hybrids) & Partner . His previous work experience includes investment banking, consulting, and auditing/accounting. His interests include training and education, and he has served as a visiting faculty member at several management institutes. He is also the current president of the IIM Lucknow Alumni Association and has been actively associated with institute's activities especially Induction Programs of PGP & ABM batches of IIML . He is also a Board Member of Indian Institutes of Management-Europe Chapter and was at the Panel of Evaluators of Mudra'05 & Mudra'04 (Mudra is the IIM Lucknow Students' Journal of Finance - publishes significant new research in finance)

His talk focused on career development for MBA grads in these tough times. There is always requirement for good people in the industry according to him. The only difference is in good times, the company comes looking for you. And in recessionary times you need to be the person who first has to approach them and showcase yourself. He also stressed upon the fact that for one year MBA you need have a very focused approach about what you want after your MBA. Get into a job where you would enjoy the most working, rather than rating the job/industry on other parameters like money, how good the particular industry is doing etc.

IIML NATIONAL LEADERSHIP AWARDS

Lakshmipat Singhanian-IIML National Leadership Awards- 2008, instituted by the Indian Institute of Management Lucknow and J.K. Group of Industries, were presented by the Vice President, **Shri Hamid Ansari** at a glittering ceremony at New Delhi on **June 10, 2009**. The awards were given away in three categories:

CATEGORY	LEADER	YOUNG LEADER
Business	Shri Anand G. Mahindra	Shri Gautam Thapar
Science & Technology	Shri Madhavan Nair	Dr. B.K. Das
Community Service & Social Upliftment	Padmashree. Dr. Tulasi Munda	Sh. Ravi Rebbapragada

LAKSHMIPAT SINGHANIA



MANAGEMENT DEVELOPEMENT PROGRAMMES

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Forest Research Methodology for IFS Officers	June 1-5, 2009	Prof. Jabir Ali & Prof. Kritibardhan Gupta
Strategic Leadership for Principals of CBSE Schools	June 1-5, 2009	Prof. Archana Shukla
Management Skills for the Officers of Navodaya Vidyalaya Samiti	June 8-12, 2009	Prof. R L Raina
Strategic Leadership for Principals of CBSE Schools	June 15-19, 2009	Prof. Devashish Dasgupta



FORTHCOMING MDPs

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Leadership for Innovation in Agriculture	July 6-10, 2009	Prof. Sushil Kumar (CFAM)
Module II of Leadership Development Programme for NTPC Executives	July 6 - 25, 2009	Prof. Archana Shukla & Prof. Ajay Garg
GMP for Defence Officers	July 6 - December 18, 2009	Prof. N K Gupta & Prof. Rajeev Kumra
Strategies for Effective People Management	July 9-11, 2009	Prof. Pankaj Kumar
Finance for Non-Finance Executives	July 13-17, 2009	Prof. Prakash Singh & Prof. Ajay K Garg
Understanding Self for Managerial Excellence for NHPC Executives	July 20-23, 2009	Prof. Pankaj Kumar
Public Private Partnership for Innovation in Agriculture	July 20-24, 2009	Prof. Sushil Kumar (CFAM) & Prof. Jabir Ali
Strategic Business Negotiation	July 27-29, 2009	Prof. Himanshu Rai
Decision Making Techniques for Managers	July 27-31, 2009	Prof. Sushil Kumar
Effective Contract Management and Arbitration	July 30-August 1, 2009	Prof. D S Sengar



FROM THE PRESS

Business Standard

PUBLICATION : BUSINESS STANDARD (BS)
EDITION : NEW DELHI
DATE : 25TH JUNE 2009, PAGE NO. :

BUDGET WISHLIST

CEO-SPEAK

Dr DEVI SINGH, Director, Indian Institute of Management, Lucknow

EDUCATION

INVEST IN EDUCATION

The government has already set up new IITs and IIMs and now, it needs to provide money to them. Besides this, the government must look at the quality of school education and also invest in teacher training programmes. Generally, consumer spending and infrastructure need a fillip so

that the growth tempo is maintained.



THE TIMES OF INDIA

PUBLICATION : THE TIMES OF INDIA (TOI)
EDITION : LUCKNOW
DATE : 23RD JUNE 2009, PAGE NO. :

A NEW TREND

Think IIM graduates and you think of huge pay checks and glamorous jobs in large multi-national companies. But this trend seems to have taken a U-turn at IIM Lucknow, where as many as 60 students from a batch of 280 students have opted for jobs in the public sector.

PSUs have become a viable option in the sense that their per annum packages have now increased to Rs 10 lakh a year - Narendra Thakur, IIML passout.

This year Explains S Nagendra, spokesperson of the media relations cell at IIML, "Our institute has the highest number of seats among all IIMs and it's not possible for private recruiters to absorb the whole batch, especially in these tough times. The interest of PSUs in IIM students has helped us as well. And with the PSU salaries looking good after the sixth pay commission, students are more than happy to take up their offers."

RECESSION PLAYED

THE TRICK With loans like buy-offs, roll backs and bankruptcy doing the rounds, students are indeed turning to government jobs, that are more stable. "With the recession phase on, there are limited jobs in the market with the very high-paying ones being rationalised. Across IIMs, guys didn't have much choice. Most went with what they got," says Kapil Bhagya, an IIML finance passout who is

with a private firm in Mumbai. "PSUs have become a viable option in the sense that where their per annum packages were not more than Rs 5 lakh a year previously, now they have increased the packages to Rs 10 lakh a year."

PSU IMAGE MAKEOVER

of Public sector, KVIC, who interviewed IIM graduates this year for jobs in the power PSU says, "Of the students I interviewed in IIML, 14 students told me that they wanted a job in the government sector because of the job security. Also, to match up to the expectations of the IIM grade, we are giving them various perks and are also creating a work atmosphere that is akin to the private sector. We have picked up six students from IIML this year, and another six from IIM Calcutta." Prof Himanshu Rai, chairman, admission, IIML, also feels that the PSUs have had an image makeover that is attracting students to them. "The public sector was always linked with things like bureaucracy, red

With the big pay cheques and the attractive perks of a MNC job going bust, a growing number of IIM graduates are turning to jobs in the government sector. This year 65 students from IIM Lucknow have taken up jobs in PSUs. The PSUs in turn are trying to give their new employees a 'corporate career'.



the pioneer

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IIM-L to admit more girls from next year

Sharmila Krishna | Lucknow

The Indian Institute of Management of Lucknow is planning to admit more girls from its next academic session. The institute is currently working its strategy to carry out the same. This is being done to have proper representation of girls in the institute, the strength of which have not been too encouraging. This will be purely an IIM-L initiative and not something which the other IIM's will also follow.

Chairman, Admissions, IIM-L, Himanshu Rai, while talking to The Pioneer, said so far they had more boys in the past academic years with a majority of 70 per cent having a background from the IIT. "We are planning to do this to have a good mix in the classrooms that is conducive to better discussions," said Himanshu.

The chairman, Admissions, said that they were currently working out on how to bring about the same. "We are still at it but possibly we would do it by reducing the cut off of the quantitative and increasing the cut off for the verbal of their CAT marks during the time of admissions. It is then that we hope we will be getting more girls in the institute," said Roy. The chairman, Admissions, said that the strength of the girls had not been very good in the past years.

"Last year, we had 29 girls out of 300 and there are



The institute will have 40 girl students out of a total of 300 and 37 students in the PG programme

dents in the post graduate programme and two out of 19 in the Agri Business Management course," said Rai.

This year the institute will have approximately 40 female students out of a total of 300 and 37 students in the post graduate programme and 11 out of students in the Agri Business Management course.

For this academic session that starts from July 1, the total strength of students is expected to be around 375. "The admission process is still being carried out and there could be withdrawals by students who want to opt for other IIMs or go abroad so the students could be more or less and the strength can only be gauged during the last week of June when they get themselves registered but withdrawals can take place even after that," said Rai. The institute was one of the third

best in the country preceded by IIM, Ahmedabad, IIM, Bangalore, shares the same position with IIM, Kolkata. "The gaps among IIMs is decreasing and most students because of the geographical distance and the food still opt for IIM, Lucknow over IIM, Bangalore," said Rai.

For the academic session of 2009, there has been an increase in the strength of students because of the intake of 10 per cent of OBC students. The induction of 27 per cent of OBC students is being done in three phases - 8 per cent in the first year, 10 per cent in the second year and 9 per cent in the third year. For the year 2009, the admission policy of IIM entails a cut off of 90 percentile in the general category, 85 in Agri Business, 85 in OBC, 75 in people with disability, 70 for the ST and 75 for the SC for the first short listing.



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FUTURE MANAGERS: Students during the first convocation of IIM Lucknow's Noida campus on Saturday. Tribune photo



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