



# Indian Institute of Management Lucknow



## NEWSLETTER

Vol. XV Nos. 5-6

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*"Knowledge has to be improved, challenged, and increased constantly, or it vanishes."*

*-Peter F Drucker*



### **In this Issue**

Research Contributions:

Book Chapters .....	01
Research Papers .....	02
Conference Papers .....	02
Working Papers .....	04
Lectures/Keynotes delivered .....	05
Editorial Assignments .....	05
Other Assignments .....	05
Best Paper Award .....	05
Events During the Month .....	06
Appointments .....	12
Alumni Chronicles .....	13
Metamorphosis .....	14
MDPs .....	15
From the Press .....	16
Library .....	19

## RESEARCH PUBLICATIONS

### BOOK CHAPTERS



**Awasthi, M.K.** 2008. "Rural Employment and Business Opportunities in Value Chain of Small Ruminant Production: National and International Trend". *In Small Ruminant Production in India*, edited by S.A. Karim, M.K. Tripathi et., SSPH Publishing House, Delhi: 519-529.

This paper establishes linkage with the small animals in livelihood support system of resource poor farmer and then explore rural

employment and business opportunities in value chain of small ruminant production by analyzing national and international trend.



RESEARCH PAPERS



**Awasthi, M.K.** 2008. "Application of Swarm Intelligence for optimization of Profitability of Agribusiness Chain", *LMA Convention Journal*, , 2007, 3(1): 48-54.

Management experts have over the years, started seeking solutions to complex business problems by studying collective behaviour of insects. The collective behaviour, which is basically self organized, in their main work

coordination mechanism and is known as swarm intelligence. This paper studies the swarm intelligence as a profit maximization tool for agribusiness management.



**Karmakar, M.** 2008. "Asymmetric Volatility and Risk-Return Relationship in International Stock Markets", *Metamorphosis, A Journal of Management Research*, July-December, 2007, 6(2): 136-150.

This paper investigates daily stock market volatility of 9 developed and 11 emerging stock markets of the world using different symmetric as well as asymmetric GARCH models. The symmetric GARCH parameters suggest that though market behaves differently for different countries in terms of reaction and persistence in volatility, the return generating process in all

markets is characterized by a high degree of persistence in conditional variance. The estimated parameters of TGARCH model reveal that in all markets, volatility is an asymmetric function of past innovation. Finally, the results of TGARCH-M model indicate insignificant risk-return relationship of most of the markets.

CONFERENCE PAPERS



**Karmakar, M.** 2008. "Price Discoveries and Volatility Spillovers in S&P CNX Nifty and Nifty Future", presented a paper at the Global Digital Business Association International Conference, held at Fairfax, Virginia, USA during November 15-18, 2007. (Also chaired one of the sessions in Finance area in the conference). The paper has been published in the conference proceedings: *Global Digital Business Review*.

The study examines the price discovery process of S&P CNX Nifty and Nifty future. The study also investigates how much of the volatility in one market can be explained by volatility innovations in the other market and how fast these movements transfer between these markets. The VECM provide evidence to support the dominant role of Nifty future in price discovery i.e., future prices tend to discover new information more rapidly than spot prices. The

bivariate BEKK model shows that although the persistent volatility spillovers from one market to another market bi-directionally, past innovation originating in future market have the unidirectional significant effect on present volatility of the spot market. The findings of the study thus suggest that Nifty futures are more informationally efficient than the underlying stock market.





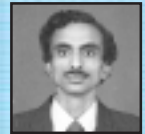


**Karmakar, M.** 2008. "Conditional Volatility, Leverage Effect and Risk-Return Relationship in International Stock Markets", paper presented in the International Conference on 'Issues in Finance- Theory and Empirics', organized by the Centre for Advanced Studies, Dept. of Economics, Jadavpur University, Kolkata during January 2-3, 2008. ( Also chaired one of the sessions in stock market area in the conference). The paper has been published in the e-proceedings of the conference.

This paper investigates daily stock market volatility of 9 developed and 11 emerging stock markets of the world using different symmetric as well as asymmetric GARCH models. The symmetric GARCH parameters suggest that though market behaves differently for different countries in terms of reaction and persistence in volatility, the return generating process in all

markets is characterized by a high degree of persistence in conditional variance. The estimated parameters of TGARCH model reveal that in all markets, volatility is an asymmetric function of past innovation. Finally, the results of TGARCH-M model indicate insignificant risk-return relationship of most of the markets.

**Raj, P.** (FPM Student) and **Srivastava, R.K.** 2008. "Analytical and Heuristic Approaches for solving the Spatial Scheduling Problem", paper presented at, and published in proceedings of, the IEEE Conference on 'Industrial Engineering & Engineering Management IEEM2007', Singapore during December 2-5, 2007: 1093-1097 (ISBN 1-4244-1529-2).



Spatial scheduling seeks optimal allocation of space apart from an efficient temporal schedule. Applications are common in shipbuilding industry and at places where space is a resource. Previous approaches to solve the problem focus on use of computational geometry and genetic algorithm. In this paper with the help of some

realistic assumptions we formulate the problem as a special case of three dimensional bin packing problem. We propose that for black shop scheduling problems, time window and precedence constraints may provide efficient bounds for solving the problem optimally. For areas where these bounds are not available we suggest a heuristics approach to arrive at good spatial schedules.



**Singh, P.** 2008. "Strategic IPO Underpricing: Empirical Evidence from the Indian Markets with a Special Focus on Banking and Financial Services Offerings", paper presented at the 'Midwest Finance Association Conference' held at San Antonio, USA during February 27-March 01, 2008. The paper was formally included in the Proceedings.

Differences between the IPO offering price and the first day closing price occur too often and are, on average, too large to be explained away by error in auditing practices. Various theories have come to the forefront of this IPO underpricing debate, most of them explaining the pricing of a company's stock in an IPO in terms of signaling effects as opposed to the fundamental characteristics of the firm and why a risk adverse investment bank would be more likely to underprice a stock issue. The

purpose of this study is to take a close look at the leading theories behind IPO underpricing and test them over a given sample of initial public offerings, specifically from the banking and financial services industry in a time period of 10 years (1995-2006) so as to see how influential fundamental and non-fundamental factors are on the IPO pricing. The study, proposes to move away from generalistic studies in this area by focusing on a specific, quite "happening" sectors to try and answer



some specific issues. Banking industry in India historically has been highly regulated, dominated by Public sector banks with the government holding majority stake and it was

as recent as 95-96 when the sector was actually thrown up to winds of liberalization which saw a flurry of IPO's bringing the banks in public (read investors) gaze for the first time.

## WORKING PAPERS



**Karmakar, M.** 2008. "Asymmetric Volatility Spillover in the National Stock Exchange in India: An Empirical Study", *WPS-2007/08-12*.

The study investigates return and volatility spillover effects between large and small stocks in the national stock exchange in India using daily index data on S&P CNX Nifty, CNX Nifty Junior and CNX Midcap. The findings of the study indicate that there are strong return and volatility transmission mechanisms between large and small stocks in the Indian stock markets. Furthermore, consistent with the results of the studies for the US and other developed markets, it is observed that the information transmission is asymmetric. The VAR model together with the variance decomposition (VDC) and the impulse response function (IRF) analysis are employed to uncover both casual and dynamic relationship between the large stocks and small

stocks. The results show that there are very significant return spillovers from the market portfolios of large stocks to the portfolios of small stocks. To investigate the volatility spillover the study uses multivariate BAKK model. For volatility, there are again positive spillovers from the portfolios of large stocks to the portfolios of small stocks, although there is also evidence of mild feedback from the portfolios of smaller stocks to the portfolios of larger stocks. The study concludes that the returns and volatilities of large stocks are important in predicting the future dynamics of smaller stocks, but that the returns and volatilities of smaller stocks have much less impact on the future dynamics of large stocks.





## LECTURES/KEYNOTES/ADDRESSES DELIVERED

- **Prof. A.K. Mishra** (2008) delivered the key note address at the National Conference on “Mergers and Acquisitions: A Competitive Strategy”, held at Faculty of Management Studies, BHU, Varanasi on February 16, 2008.
- **Prof. Manoj Anand** (2008) delivered inaugural keynote address titled “Financial Sector Reforms: Opportunities & Challenges” at the Government of Haryana sponsored National Seminar on ‘Strategic Issues & Challenges in the Financial Sector: A Paradigm Shift in the New Millennium’ organized by Government Post Graduate College, Panchkula on March 10-11, 2008.
- **Prof. M. Akbar** (2008) delivered a talk as key note speaker on “Creating Value through Collaboration: The New Mantra in Global Business”, at National seminar held at Lal Badur Shastri Institute of Management, Lucknow on March 1, 2008.

...delivered a talk as key note speaker on the SMEs in the Transition economies at the 2<sup>nd</sup> International Conference on “SMEs in Transitional Economies: Challenges & Opportunities”, held at GJ-IMT-Mohali, Chandigarh, on March 27, 2008. (Also Chaired two technical sessions in the same conference)

...delivered a talk on “Transnationalization of Indian Businessess”, at the Guest lecture organized by IIT-Allahabad for their MBA-IT students on March 30, 2008.

## EDITORIAL ASSIGNMENTS

**Prof. Sushil kumar** (2008) Joined the Editorial Advisory Board of the magazine *Carbon News*

## OTHER ASSIGNMENTS

- **Prof. Prakash Singh** (2008) acted as a discussant for the paper titled “Profitability and Risk of Derivative Contracts Used by U.S. Commercial Banks”, presented by Sridhar Sundaram and Thomas Willey - Grand Valley State University, USA, at the ‘Midwest Finance Association Conference’, held at San Antonio, USA during February 27-March 01, 2008.
- **Prof. M. Akbar** (2008) chaired and acted as a Panel Member on the theme ‘Redefining Organizational Strategy for Global Competitiveness and Sustainable Growth’ at the annual festival organized seminar by Amity Business School, Lucknow Campus on March 26, 2008
- **Prof. Sushil Kumar** (2008) has agreed to be the Member of Governing Council of Bankers Institute of Rural Development (BIRD), Lucknow, w.e.f March 25, 2008.

## BEST PAPER AWARD

**Prof. Madhusudan Karmakar** (2008) has been presented the Best Paper Award in Finance for the paper titled “Price Discoveries and Volatility Spillovers in S&P CNX Nifty and Nifty Future”, at the Global Digital Business Association International Conference held at Fairfax, Virginia, USA during November 15-18, 2007.

## EVENTS DURING THE MONTH

### CONVOCATION

The Twenty Second Annual Convocation of the Institute was held on Saturday, March 15, 2008 at the campus.



The convocation of Indian Institute of Management Lucknow today saw **259 students** being awarded their diplomas by **Dr. JJ Irani**, Chairman, Board of Governors, IIM Lucknow and Director, Tata Sons. Shri Subramaniam Ramadorai, CEO and Managing Director, Tata Consultancy Services, delivered the Convocation address.

**235 students in the 22<sup>nd</sup> batch and 2 students in the 21<sup>st</sup> batch of Post Graduate Programme in Management and 21 students in the third batch of IIML's innovative Post Graduate Programme in Agri-business Management** were awarded their diplomas at the convocation. Besides, **1 student in the Fellow Programme**, the doctoral level programme at the institute, received his title at the convocation.

IIML completed with its placement procedure on 7<sup>th</sup> March 2008. The institute successfully placed all its 256 graduating students this year. There were 586 offers made to 256 students (against 554 last year), including 32 international offers (against 28 last year). This year also saw the **third Agribusiness Management batch** passing out with flying colours. Various organizations participating in the ABM placement process were ITC, Reliance Industries, Cadbury, ICICI Prudential, ICICI Bank, Standard Chartered Bank and Reliance ADAG, among others.

The CEO & MD of the global technology and services firm, Tata Consultancy Services, with revenues in excess of \$4.3 billion, Mr. Ramadorai delivered the convocation address. He congratulated the students and wished them all the best. Mr. Ramadorai also shed light on how the Indian corporate sector has come of age and transformation is the name of the game. He also touched upon the sunrise sectors like Power, Telecom and Retail.

As IIM Lucknow comes of age, it has announced the launch of a new programme at its NOIDA campus. International Programme in Management for Executives (IPMX), will be launched at the Noida campus in April 2008, with an important component of 4-5 weeks at Faculty of Management at McGill University, Campus. Another main highlight of IIML Noida Campus will be the setting up of the **National Faculty Development Centre**, to train and upgrade management faculty.

Some major initiatives that have been taken during the year include:

- The increase in student intake in the Post Graduate Programme from the current 240 to 330 in 2008
- 144 research contributions have been published
- During the year, the institute also carried out 15 consulting assignments and 25 research projects
- Revenues from MDPs have gone up more than 3 times and stands close to Rs. 10 crore
- Faculty strength has gone up to 62
- 86 students received need based scholarships worth Rs.48 lakhs





## SEMINAR

**Two-Day Seminar on 'Climate Change: Opportunities and Challenges for Corporates' was held in campus during March 29-30, 2008**

Elated on the occasion, **Prof. Sushil Kumar** (Seminar Coordinator) and **Dr. Devi Singh**, Director, IIM Lucknow welcomed the delegates and guests for the seminar.

The seminar deliberated on the opportunities and challenges to the Indian businesses in the changed business paradigm. Eminent speakers and experts in the field of Climate Change suggested long business strategies for aligning environmental, social, and economic goals of businesses. Discussions were held on environmental friendly business practices being adopted by leading national and global players.

Marching ahead to the activities on the 1st day of the seminar, Prof. Sushil Kumar delivered the speech on the topic 'Climate Change and Businesses'. In his speech he focused on Global Warming, Greenhouse Gases and Ecological footprints, which are the major causes of climate change in current scenario. Further he explained the effects of climate change in corporate world and the role of carbon marketing in reducing emissions. The seminar was further explicated by the noteworthy speeches of Dr. Devi Singh, Director, IIM Lucknow on the topic 'Climate Change:



Challenges for Corporates' and Prof. Bharat H. Desai, JNU, New Delhi on the topic 'Climate Change International Negotiations: Post 2012 Scenario'.

Other renowned personalities participated in the seminar were **Mr. Gagan Mehra**, MD, Osram India Private Ltd.; **Mr. Umamaheswaran**, Manager, Carbon procurement Unit, gtz; **Mr. Mohit Gera**, Senior Fellow, TERI, New Delhi; **Dr. Srikanta K Panigrahi**, DG, Carbon Minus India, New Delhi; **Mr. Pradeep Kumar Dadhich** Senior Fellow, TERI, New Delhi; **Mr. V Shunmugam**, MCX India Ltd.; **Mr. D.G. Prasad**, MCX India Ltd.; **Mr. M. Satyanarayana**, Director, India-Canada Environment Faciltiy, Delhi ; **Mr. Rahul Rai**, Rabo India Finance; **Dr. Barin Ganguli**, IILm Institute of Higher Learning, New Delhi; **Mr. A B Chakraborty**, GGM–Head, Carbon Management Group, ONGC; **Dr. P.P. Bhojvaid**, TERI; **Dr. Smita Sirohi**, Principal Scientist, NCAP, N.Delhi and **Mr. Atul Jindal**, UP Forest Department.

The issues discussed in the seminar were:

1. Climate change and its impact on Indian and global economy
2. Best corporate response to climate change
3. Early experiences with emission/carbon trading
4. Clean Development Mechanism: Opportunities and challenges
5. Institutional bottlenecks in Clean Development Mechanism



**PGP ANNUAL DAY**

PGP Day was celebrated at the campus on March 14, 2008. The event sees the participation of the students, faculty, administration and various departments that help in making the affairs of the institute run smoothly and efficiently.

The event started with the speeches of the Director, **Dr. Devi Singh** and the PGP Chairperson, **Ms. Archana Shukla**. The Secretary of the newly elected students council Mr. Chintan Dholakia also expressed his gratitude towards the contribution of various departments.

**21 IIMLion** awards were given for outstanding contribution to the IIML community.

Various departments like the security, student's affairs, telephone etc were recognized and given awards for their contribution towards the successful organization of various fests and events.

Batch scholarship was given to **5 PGP1** students.

As part of the PGP Annual Day celebrations, an award distribution ceremony was organized. Awardees were as follows:

**Industry Scholarships:**

1. Anurag Agrawal	Aditya Birla
2. Siddhartha Kanoria	OPJEMS
3. Ayush	OPJEMS
4. Gaurav Agrawal	Ratan Tata
5. Surabhi Khuteta	Ratan Tata
6. Alok Bhageria	Ratan Tata
7. Sidharth B Bansal	Ratan Tata
8. Himanshu Sareen	Ratan Tata
9. Piyush Poddar	Ratan Tata
10. Hemant Bansal	Central Bank of India
11. Sumit Kanthed	Central Bank of India
12. Siddharth Jain	Central Bank of India
13. Manvendra Tiwari	Central Bank of India
14. Gomes Malcolm Francis	Apeejay
15. Amit Kumar	Apeejay

**Budhiraja Gold Medal for Best All Rounder:**

Hemant Gangaraju

**Best All Rounder (PGP-I):**

Anushree Agarwal

**Best Sportsperson (PGP-II):**

Prem Rayepudi

**Best Cultural Award (PGP-II):**

Arvind Iyer

**IIMLIONS:**

1. Abhineet Kaul
2. Animesh Saxena
3. Arjun Myne
4. Arpit Singh





5. Bala Kiran Kolaganti
6. Bharat Goel
7. Dhruv Sharma
8. Hemant Gangaraju
9. Kalyani Vemuri Kavin Vivek
10. Mahesh Venugopal
11. Mukunda K
12. Nela Vinod Kumar
13. Pranshu Chugh
14. Prerna Bhutani
15. Puneet Gupta
16. Sherwin Godinho
17. Sidharth Bansal
18. Sridhar Reddy
19. Subodh Diwan
20. Viswanathan

**Best Faculty:**

**Special Thanks:**

Prof. Manoj Anand

Prof. Devi Singh

*Director, IIM L*

Prof. Devi Singh

*Director, IIM L*

Prof. Amita Mital

*Chairperson, Student Affairs*

Prof. Archana Shukla

*PGP Chairperson*

Prof. Pankaj Kumar

*Placements Chairperson*

Prof. Manoj Anand

Abhishek Agarwal

**Best in Academics:**

Mementoes were also presented to the following departments for their excellent support and co-operation:

**Department**

Administration  
Accounts  
Admission  
Computer Center  
Director's Office  
Dispatch  
Estate Maintenance  
FPM  
Horticulture  
Library  
Manthan  
Medical Services  
Placements

**Memento Received by**

Col. R. K. Jaiswal  
Mr. Pradeep Dhar  
Mr. Prem Prakash  
Mr. D. K. Mohapatra  
Mr. Subhash Chandra  
Mr. P. Sampat  
Mr. D. C. Goswami  
Mr. Deepak Chakraborty  
Mr. P. K. Rai  
Mr. M. K. Singh and Mr. M U Raja  
Mr. Rajiv Pandey  
Dr. P.N. Rangan  
Mr. Ram Baran



PGP  
Program Office  
Project  
Purchase  
Reprography  
Security  
STEX  
Students' Affairs  
Students' Mess  
Telephones  
Transport

Mr. Joseph George and Mr. Pritam Singh  
Mr. Devanandan  
Mr. Arif Siddiqui  
Mr. Ravinder Kumar  
Mr. K.L Das and Mr. Madan Kansari  
Mr. A. K. Srivastava  
Mr. T. U. George  
Mr. Dinesh Saxena  
Mr. P. Rajendaran + Mr. Silve Raju  
Mr. V. D. Pandey  
Mr. Sushil Guleria

The INDEX, MANFEST and the Innovision Core Committees presented the mementoes to the officers/staff members for their support and co-operation in organizing the events

**INDEX Awards:**

Administrative office  
Admission office  
Accounts Dept.  
Computer centre  
PGP Office  
Project Office  
Library  
IIML-Mess  
Student affairs  
Manthan  
Placement Office  
Transport Department  
Security Dept  
Dispatch Dept.  
Telephones Dept.  
Repair and Maintenance  
Horticulture Dept

Col. R. K. Jaiswal  
Mr. Sunil Srivastava  
Mrs. Vinita Dhawan  
Mr. D. K. Mohapatra  
Mr. Josheph George  
Mr. Arief Siddique  
Mr. Josheph George  
Mr. K. Silvaraju  
Mr. Dinesh Saxena  
Mr. Rajiv Pandey  
Mr. Ram varan  
Mr. Sunil Guleria  
MR. Sampath  
Mr. Ram Pravesh  
Mr. V. D. Pandey  
Mr. D. C. Goswami  
Mr. P.K. Rai

**MANFEST Awards:**

Dr. Amita Mital, *Chairperson, Students' Affairs*  
Col. Jaiswal, *CAO, IIM Lucknow*  
Mr. Amit Saxena, *Accounts*  
Mr. Vineet Aggarwal, *Purchase*  
Mr. M.U.Raja, *Library*  
Mr. D.K. Mahapatra, *Computer Center*  
Mr. Rajesh Ramteke, *PGP*  
Mr. M.C. Shukla, *Director's Office*  
Mr. P. Rajendran, *Students' Mess*  
Mr. D.C. Goswami, *Estate Maintenance*  
Mr. Milan Sen Gupta, *Students' Affairs*





Mr. P. Sampath, *Dispatch*  
Mr. S. Mukhopadhyay, *MDP*  
Mr. Ram Baran, *Placements*

### KAVI-SAMMELAN-CUM-MUSHAIRA

Kavi-Sammelan-Cum-Musharia was organized at the campus through the authorities of Akaswani on March 27, 2008.

## APPOINTMENTS



**Dr. Sanjay Kumar Singh** has joined the Institute as Associate Professor w.e.f. February 29, 2008 (F/N) in the Business Environment Area.

Dr Sanjay Kumar Singh has obtained his Doctoral degree from IGIDR, Mumbai, Post Graduate Diploma in Thermal Power Plant Engineering from NPTI, Durgapur and B.Tech in Electrical Engineering from IET, Lucknow. He has professional experience of more than 7 years. Before joining the Institute, he had been working as Assistant Professor at IIT Kanpur. He has published one book, several articles in referred national and international journals and has 11 national and 7 international conference presentations to his credit. His area of interest in teaching and research includes Industrial Economics, Microeconomics, Transport Economics, Energy and Environment and Infrastructure.



## ALUMNI ASSOCIATION CHRONICLES

The month of March saw the Alumni Committee come up with some important initiatives apart from its regular activities. Some of these include launching live projects for students to work on under the title 'Verve'. Under the merchandising program, Alumni Committee launched its new line of t-shirts for the outgoing batch. Another important program to be executed during the summer internship of the first year students is the Summer Outreach Program. However, the most important of these was facilitating Alok Sachan's visit to the campus as an attempt to aid his recovery.

### ***Verve – A Melange of Ideas***

Verve – a melange of ideas is a live business plan development competition, initiated in IIM Lucknow with the help of Himani Pahwa, an alumnus from the batch of 2006, working with Smile Interactive Technologies Group. Under this program three projects were offered to the students.

They were:

- Remote infrastructure management project
- Smile Retail
- Global Mobile advertising network

The teams selected on the basis of an initial write up were given a chance to work on the project under the guidance of an assigned mentor and received a remuneration of INR 12000.

### ***Summer Outreach Program***

The summer Outreach Program, an initiative targeted at ensuring a more active participation from senior alumni in campus activities. In this program the first year students will be meeting some of the senior most alumni in the organisation of their internship and update them with various activities on campus like Placements, Manifest, Index and Alumni Association activities through which they can stay connected with the campus. The first phase of the program has been launched and the program is to continue over the next two months.

### ***Alok Singh Sachan's visit to IIM L***

Alok Singh Sachan, an alumnus from the batch of 2001, was operated for brain tumour in 2005 after which he has been suffering from memory loss and immobility. The alumni committee facilitated his visit to the IIM Lucknow campus, where he could visit some portions like the faculty block, the academic block and the library. He was also able to meet some of the senior professors like Prof. A Bhattacharya, Prof. Akbar, Prof Purwar, Prof. R K Srivastava etc. The doctors monitoring him are of the view that although the short term memory of Alok is very weak, he has in the past shown traces of long term memory in which he remembers some incidents, events and people associated with IIM Lucknow. Hence this initiative was taken up by the alumni committee with high hopes and prayers for a miracle to happen.





## METAMORPHOSIS



**Second Issue (2008) Volume 6** of the Institute bi-annual, peer-reviewed journal **METAMORPHOSIS- A Journal of Management Research** was released.

### HIGHLIGHTS OF THE ISSUE

The issue is a fine blend of researches and perspectives in the discipline of management. The issue discusses current business scenario, the dynamics of mixed economy, market movements, optimizing business processes for better performance, development of scientific and technical manpower and analysis of increase in foreign institutional investments.

The issue is organized as follows:

- (A) **ARTICLES:** Three papers have been published in this section.
- **Offshore Outsourcing of Business Processes: Understanding IPR Implications**  
-Preeti Goyal and Arun Sahay
  - **Investment Decision Making: An Empirical Study of Perceptual View of Investors**  
-Yesh Pal Davar and Suveera Gill
  - **Asymmetric Volatility and Risk-Return Relationship in International Stock Markets**  
-M. Karmakar
- (B) **DISCUSSION FORUM**
- **Romanticizing the Poor Harms the Poor**  
-Aneel Karnani
  - **Business Schools in India: Paradoxes, Challenges, Opportunities**  
-Vijay R. Kannan
  - **Prosperity of Companies and Countries: Is Social Capital the Missing Resource?**  
-P.N. Rastogi
- (C) **MANAGEMENT CASE:**
- The Pug Goes Red: Vodafone Acquires Hutch in India**  
-Thillai Rajan A., S.P. Mukund and R. Siddharth
- (D) **BOOK REVIEWS**
- **Supply Chain: Modelling and Solutions**  
-Rajiv K. Srivastava
  - **The Orderly Workplace: An Exploration into Holistically Disciplined Workplace**  
-Shailendra Singh
  - **Advertising and Marketing in Rural India: Language, Culture and Communication**  
-Sukumar Nandi

This issue has three new features, which are:

**(i) Annotated Bibliography (ii) Cumulative Index (iii) List of Working papers by IIML Faculty in 2007.**

## MANAGEMENT DEVELOPEMENT PROGRAMMES

Name of Programme	Duration	Programme Director	Venue
Strategic Market Planning for Profitability & Growth	March 3-7, 2008	Prof. Saji K B Nair	New Delhi
Public Private Partnership for Innovation in Agriculture	March 3-8, 2008	Prof. Sushil Kumar (AMC) & Prof. Jabir Ali	IIML
Carbon Credit Trading for Hero Honda	March 6, 2008	Prof. Sushil Kumar (AMC)	New Delhi
MDP for IRTS Officers	March 17 - April 11, 2008	Prof. Sangeeta D Misra & Prof. Saji K B Nair	IIML
Policy, Monitoring and Evaluation	March 24-28, 2008	Prof. M K Awasthi	IIML
MDP for Dy. & Asst. Commissioners of KVS	March 24-26 or 26-28, 2008	Prof. Archana Shukla	IIML

## FORTHCOMING MDPs

Name of Programme	Programme Director	Duration
AMP for the Executives of Singareni Collieries Co. Ltd.		April 14-19, 2008
Finance for Non-Finance Executives	Prof. Manoj Kumar	April 15-19, 2008
Team Building for Hero Honda Executives	Prof. Archana Shukla	April 18-20, 2008
Commodity Futures Trading and Market Operations	Prof. K G Sahadevan	April 23-25, 2008
AMP for ONGC Executives		April 28 - May 19, 2008
Public Private Partnership	Prof. Sushil Kumar (AMC)	May 5-9, 2008
Agricultural Project Management	Prof. Sanjeev Kapoor & Prof. Kriti Bardhan Gupta	May 12-14, 2008
Contract Management and Dispute Resolution for NHPC Executives	Prof. D S Sengar	May 12-14, 2008
AMP for RBI Executives	Prof. Pankaj Kumar & Prof. A Vinay Kumar	May 12-24, 2008
General Management Programme for NHPC Executives	Prof. Archana Shukla	May 19-30, 2008
2nd Conference on Global Competitiveness	Prof. Shailendra Singh	May 29-31, 2008



## Business leaders hail sops-play

PBD BUREAU

NEW DELHI, FEB 29

CAPTAINS of industry give a round of applause to the Finance Minister's budget. Reflecting the mood of public sector, SM Dewan, DG, Standing Conference of Public Enterprises (SCOPE) said, "We are happy with listing of more and more CPSEs on stock exchanges that has been validated by the Finance Minister. Listing would unlock the true value of CPSEs and help in improving their corporate governance. Also the public sector would grow since the government has raised planned investment in public enterprises."

Devi Singh, Director, IIM Lucknow said that the FM has shown that the government means business when it comes to the education sector. Hiking the education outlay by 20 per cent is a very forward looking measure. "Setting up higher schools and colleges of



learning like IITs, IIMs as well as opening up of new central universities will ensure that quality education is provided to all," he added.

Sam Chopra, President, Business Process Industry Association of India (BPIAI), mentioned that education is the pillar on which rests the edifice of the economy as a whole. Government's maximum allocation in the Education sector (Sarva Shiksha Abhiyan) will definitely aid towards contributing retention; improving quality of learning; and creating an employable universe for all

sectors including the BPO industry. The industry is already facing a manpower crunch, and such programmes will definitely benefit the BPO Industry at large.

About health care sector, Dr BS Bansal, CMD RG Stone Urology and Laparoscopy Hospital said, "An increase of 15 per cent in the healthcare spending is a welcome step but seeing the backwardness in the rural areas and the vast population of India, a greater allocation was expected, thus the designated allocation of funds is inadequate."

Sanjeev J Aeren, MD, AEZ Group said, "The Finance Minister deserves appreciation for extending the five year tax holiday for setting up hospitals in tier II and III cities and raising up of corpus of rural infrastructure development fund." Auto component sector has welcomed the budget. Nirmal K Minda, Managing Director, NK Minda Group said that the budget has lot of positives for us as an auto component manufacturing group. Reduction of excise duty on 2 and 3 wheelers should lead to a price reduction and consequent spurt in demand.

Arvind Mathew President and Managing Director, Ford India said that it is a mixed bag for the Auto Industry. "Despite long requesting for the rationalisation of the excise duties on the various segments, but it was disappointing to see that our request on uniform excise tax has been neglected for yet another year."

## IIM-L not to offer PGP online

Short duration, certificate courses under consideration

Manish Chandra Pandey  
Lucknow, March 26

INDIAN INSTITUTE of Management Lucknow (IIM-L) has ruled out the possibility of offering its flagship course — postgraduate programme (PGP) online. However, the institute is planning to offer online education for short-term certificate programmes from this year itself.

HT contacted Prof Devi Singh, director, IIM-L a day after three regulatory bodies, the UGC, AICTE and Distance Education Council (DEC), jointly decided to allow all educational institutions to offer distance education courses subject to approval by a joint committee formed by them.

Earlier this month, the UGC, had approved an agreement with AICTE and

DEC, for constitution of the joint panel to act as a "single window" approval mechanism for distance education.

However, the IIM-L director said, "We are looking at various possibilities like offering education online for short duration as well as certificate courses from both our campuses in Lucknow and Noida. But as far as our flagship course is concerned, we haven't really thought in that direction. I don't think that's a possibility as of now."

While all the three regulatory bodies — UGC, AICTE and DEC — reached a decision aimed at helping more students get access to higher education only recently, the DEC, which is the governing body for distance education in the country, had done away with the 'jurisdiction clause' much earlier. DEC's decision had followed the rec-

ommendations made by a five-member expert panel — set up by the DEC chairman VN Rajsekharan Pillai — on open and distance learning (ODL) and information and communication technology.

The DEC chairman couldn't be contacted for his comments. However, sources in the DEC said that the idea behind doing away with the 'jurisdiction clause' was primarily aimed at making education offered by premier institutes available to many.

"There was a feeling that through online/correspondence mode, many more would be able to get education from premier institutes." However, one of the IIM professors felt that "there seems to be some confusion somewhere" about the exact meaning of DEC's decision.



# IIM-Lucknow increases number of student intake, course fee

256 students graduate from IIM-L

Indo-Asian News Service  
Lucknow, March 16

THE INDIAN Institute of Management-Lucknow (IIM-L) will admit 330 students for its two-year management programmes starting in the new academic year. It has also increased the course fee by Rs 50,000 a year.

"We are taking 30 students more this time in the postgraduate programme (PGP)," IIM-Lucknow director Devi Singh said.

"Of the 330 students, 300 will be for the famous PGP on management and 30 in our agribusiness programme. This is the highest intake by any IIM so far," he said.

Singh said the student intake had increased from 240 in 2004. "Similarly, the intake in fellow programme in management has increased."

Speaking about the preparedness to meet the extra intake and accommodate a possible 27 per cent quota for other backward class students (if the



A post graduate programme (PGP) class in progress at Indian Institute of Management, Lucknow

Supreme Court gives a go ahead), he said the institute had spent Rs 600 million in building new infrastructure.

"The expenditure was done in last four years. IIM-Lucknow currently has about Rs.650 million in liquid investments as corpus, endowment funds and special purpose funds," the 55-year-old professor said.

Government has decided to implement 27 per cent quota for OBC students in all government aided institutes of higher learning but the Supreme Court has stayed the government order

for the time being.

Following the example of IIM Ahmedabad, IIM-Bangalore and IIM-Kolkata, the 22-year-old top B-School here too has increased its course fee.

"We have increased the course fee by just Rs 50,000. This definitely is much lesser than (the hike by) our three other business schools," he added.

Fees for the first year for students joining IIM-Ahmedabad and IIM-Kolkata will be Rs 300,000 from the coming academic year, against Rs 200,000 now. Similarly, IIM-Bangalore has increased the fee from Rs.250,000 for a year to 400,000.

"Currently, India has seven IIMs including the yet to start IIM-Shilong. The new institute will open with the coming academic year."

Singh said the institute had given scholarship to meritorious but needy students. In 2007-08 IIM-Lucknow gave scholarships worth Rs 4.8 million to 86 of its students.

LUCKNOW: As 256 graduates were awarded degrees at the 22nd convocation of the Indian Institute of Management, Lucknow, the toppers preferred to be different.

Gaurav Agarwal, who was awarded the Chairman's Gold Medal, announced he will now start preparing for the civil services. He said, "After joining the civil services, I would be able to make right use of all my degrees."

Surabhi Khuteta, who was awarded the Director's Medal as well as the best female students' award, has received a job offer from McKinsey & Company. "I told them that I will work on my own conditions. I never believed in working round the clock. As a result, the company offered me two choices, either to work four days a week or to work for four hours every day. I opted for the first option."

Meanwhile, IIML Director Devi Singh announced the institute's Noida campus will be operational by April. **ENS**

## आईआईएम के 32 छात्रों को विदेश में नाफरा

सहाय न्यूज ब्यूरो  
लखनऊ, 7 मार्च।

भारतीय प्रबंध संस्थान (आईआईएम) में चल रहे प्लेसमेंट वीक में देश-विदेशी कम्पनियों ने प्रबंधन छात्रों को हाथोंहाथ लिया और सप्ताह भर चलने वाला प्लेसमेंट चार

दिनों में ही पूरा हो गया। संस्थान के 256 छात्रों को इस बार 586 आफर मिले, इनमें 32 आफर विदेशी कम्पनियों के शामिल हैं। पिछले वर्षों के मुकाबले इस बार पैकेज में करीब दो गुने की बढ़ोतरी हुई है।

- 256 को मिले 586 आफर
- पैकेज में दो गुने तक की बढ़ोतरी
- आईआईएम में प्लेसमेंट की प्रक्रिया सम्पन्न

आईआईएम के प्लेसमेंट चेरमैन प्रो. पंकज कुमार ने कहा आईआईएम लखनऊ प्लेसमेंट के मामले में बिजनेस स्कूलों में पहले तीन स्थानों में आ गया है।

संस्थान में प्लेसमेंट को लेकर बुलायी गयी पत्रकार वार्ता में प्रो. कुमार ने कहा कि इस बार 554 आफर देश-विदेश की कम्पनियों के भारत में सेवा लेने के लिए आये हैं। समर ट्रेनिंग के दौरान कम्पनियों में परफॉर्मस पर इस बार 90 छात्रों का प्रो

### नौकरी नहीं अपना उद्यम करेंगे आधा दर्जन छात्र

लखनऊ, 7 मार्च। भारतीय प्रबंध संस्थान में प्लेसमेंट वीक के दौरान और पहले भी आधा दर्जन से ज्यादा छात्रों को कई-कई आफर मिले, लेकिन उन्होंने किसी कम्पनी में नौकरी करने से इंकार कर दिया और कहा वे लोग अपना उद्यम शुरू करेंगे, ताकि रोजगार सृजित किया जा सके। प्लेसमेंट चेरमैन प्रो. पंकज कुमार ने बताया कि पिछले वर्ष सभी छात्रों ने कम्पनियों का दामन था लिया था, लेकिन इस बार आधा दर्जन छात्र आकर्षक सैलरी पैकेज तथा मुंहमांगा वेतन मिलने के बाद भी कम्पनियों का साथ देने से मना कर दिया। उल्लेखनीय है कि वर्ष 2006 में भी छात्रों ने प्लेसमेंट से खुद कर अलग कर लिया था। वर्ष 2005 में तो आईआईएम को टाप करने वाले छात्र ने प्लेसमेंट के बजाय अपना रोजगार शुरू करने की घोषणा कर सबको चौंका दिया था। उसी राह पर इस बार आधा दर्जन छात्र चल निकले हैं।

प्लेसमेंट हो चुका था, जोकि पिछले वर्ष से 25 ज्यादा है। लेटरल प्लेसमेंट के दौरान इस बार 146 आफर आये जबकि पिछले बार 123 आफर ही मिले थे। छात्रों की सैलरी पैकेज के बारे में पूछने पर उन्होंने बताया कि पिछले वर्ष से काफी ज्यादा बढ़ोतरी हुई है। प्लेसमेंट वीक में विदेशी कम्पनियों की भागदारी अपेक्षा से कम होने पर उन्होंने कहा कि समर ट्रेनिंग के दौरान ही प्लेसमेंट हो गये थे, इसका असर प्लेसमेंट वीक के दौरान देखने को मिला।

उन्होंने बताया कि इस बार सर्वाधिक 31 फौसदी छात्र-छात्राओं ने फाइनेंस कम्पनियों को प्राथमिकता दी, जबकि 23

फौसदी कंसल्टिंग कम्पनियों व 18 फौसदी सेल्स मार्केटिंग में गये हैं। आईटी सेक्टर अब ज्यादा छात्रों को पसंद नहीं रहा है, लेकिन फ्लेम इंडस्ट्री व मीडिया कम्पनियों में भी छात्रों ने प्लेसमेंट को लेकर रुचि दिखायी है। आईटी में सात फौसदी, सामान्य प्रबंधन में व आपरेशंस में 6-6 फौसदी, तथा ह्यूमन रैनेजमेंट में एक फौसदी छात्रों ने आफर स्वीकार किया है। इसी प्रकार एग््री बिजनेस मैनेजमेंट के सभी छात्रों को बेहतर आफर मिले और 100 प्रतिशत प्लेसमेंट रहा है। इस मौके पर प्लेसमेंट प्रक्रिया में लगे प्रथम वर्ष के छात्रों की टीम भी मौजूद थी।

### अतुल शर्मा को रिलायंस कम्प्युनिकेशन में मिली वाइस प्रेसिडेंट की कुर्सी

लखनऊ, 7 मार्च। भारतीय प्रबंध संस्थान (आईआईएम) से डिप्लोमा इन मैनेजमेंट का पढ़ाई करने वाले अतुल शर्मा को अनिल धीरू भाई अम्बानी ग्रुप में सीधे उपाध्यक्ष की कुर्सी मिली और भारतीय प्रबंधन संस्थान में हुए इस बार के प्लेसमेंट में बह टाप पर रहा। आईआईएम के प्लेसमेंट चेरमैन प्रो. पंकज कुमार ने तनखाह बताने से मनाकर दिया और कहा कि देश की प्रतिष्ठित कम्पनियों में शुमार रिलायंस कम्प्युनिकेशन में उपाध्यक्ष पद मिलना ही सैलरी का संकेत है। सूत्रों का कहना है कि अतुल शर्मा को सर्वोच्च सैलरी पैकेज का आफर दिया गया था।



# Bros Ambani lead hiring at IIM-L

# IIM-L hosts seminar on climate change & biz

**fe States**  
Lucknow, Mar 29

and how it can be used by the corporate world, Umamaheswaran, manager, Carbon Procurement Unit, GTZ, said India has become the leading destination in the carbon market. "There are as many as 321 registered projects in India and the country is the 2nd largest (after China), in terms of the volume of certified emission reductions (CERs) envisaged. The way ahead lies in continuing to mobilise private sector participation in CDM".

With climatic changes radically altering the business environment worldwide, the major challenge confronting the corporate world, largely perceived to be the worst contributor of greenhouse emissions, is to reconcile economic imperatives with environmental sustainability.

With this goal in mind, the Indian Institute of Management, Lucknow, on Saturday, deliberated on opportunities and challenges to the Indian businesses in the changed business paradigm. The two day seminar on 'Climate change: opportunities and challenges for corporates', drew eminent experts in the field of climate change.

Speaking at the inaugural session, Prof Sushil Kumar, IIM-L said, "The challenge for business honchos lies in developing sustainable business strategies which align environmental, social and economic goals of businesses".

Talking about clean development mechanism (CDM)

## IIM FEE HIKE

(Rs lakh)

Institutes	2007	2008	% chng
IIM A	4	6	50
IIM C	4	7	75
IIM B	5	8	60
IIM L	4	5	25
IIM I	3.8	To consider	-

Fee hikes by all IIMs till date for 2-year PG management course

## B-SCHOOL BUZZ

Placement statistics	2008	2007
No. of students	256	280
No. of offers	586	554
Foreign offers	32	28
Indian offers	554	526
PPOs	90	65
HEPPs	146	123
Placement week offers	350	366

Our Bureau  
KOLKATA

IIM Lucknow (IIM-L), wrapped up its final placements with a total of 554 offers, including 32 international offers, being made to the batch of 256 students. Reliance ADAG, Reliance Industries and ICICI Bank are believed to be among the biggest recruiters.

A unique feature of this year was the unprecedented number of offers coming from the two Ambani brothers. For the first time in the history of IIM placements, over 100 offers have been made by just two companies — Reliance Industries and ADAG — at one campus. The two companies made offers ranging from Rs 8 lakh-Rs 12 lakh per annum, depending on the profile being offered. This is huge considering that the highest offers are in the Rs 15 lakh - Rs 17 lakh range.

As usual, finance and consulting firms led the charge, offering a wide spectrum of roles to students. In the consulting sector, major recruiters included McKinsey & Co, AT Kearney, Ernst & Young, Accenture, Deloitte Consulting, KPMG, PriceWaterhouseCoopers, TAS and Bristlecone.

The banking and financial sector was represented by names like O3 Capital, Avendus Advisors, Lehman Brothers, JP Morgan Chase, Citi-

group, Deutsche Bank, Standard Chartered Bank, Calyon Bank, Kotak Mahindra Bank, American Express, ICICI Securities and ICICI Bank.

Investment banks too turned up in large numbers, as did brokerage houses and trading firms. Enam Securities, Kotak Securities, ICICI Securities, Avendus Advisors, Edelweiss Capital, Angel Broking and O3 Capital were among those who came to campus during placements.

IIM-L placement chairman Pankaj Kumar said that the subprime crisis had not affected recruitment on the part of I-banks. "We have a select few international banks and top domestic names. All of them have hired aggressively," Mr Kumar told ET.

In fact, Mr Kumar said offers in the financial domain had gone up much more than those in the FMCG sector. At IIM-L, sales and marketing profiles were offered by leading corporates like HUL, P&G, Johnson & Johnson, Nestle, GlaxoSmithKline, Tata Group, ITC, Marico, Pepsi, Coke, Dabur and Cadbury.

This apart, six students also chose to opt out of the placement process, choosing to start their own ventures in various sectors such as financial services and hospitality, among others. Incidentally, IIM-L's placements began in November with 90 PPOs offered to students, up from last year's 65.

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Talking about clean development mechanism (CDM)



The IIM-L convocation in Lucknow. Mayank Saxena



## **GYANODAYA- LATEST ARRIVALS**

### **ADVERTISING**

Tellis, Gerard J- The sage handbook of advertising / edited by Gerard J Tellis and Tim Ambler.— London: Sage, 2007. 491 p

### **BUSINESS LOGISTICS**

Altekar, Rahul V- Enterprisewide resource planning: theory and practice.— New Delhi: PHI, 2007. 154 p

Riffe, Daniel- Analyzing media messages: using quantitative content analysis in research / Ritte, D., Lacy, S., & Fico, F. G.— Mahwah: Lawrence Erlbaum, 2005. 242 P

### **COMPUTER & INFORMATION SYSTEMS(CIS)**

Eliasmith, Chris- Neural engineering: computation, representation, and dynamics in neurobiological systems / Chris Eliasmith and Charles H Anderson.— New Delhi: PHI, 2007. 356 p

### **ECONOMICS**

Aslund, Anders- How capitalism was built.— Cambridge: CUP, 2007. 356 p

Backhouse, Roger E- The cambridge companion to Keynes / edited by Roger E Backhouse and Bradley W Bateman.— Cambridge: Cambridge University Press, 2006. 327 p.

### **EDUCATION**

Taber, Keith S- Classroom-based research and evidence-based practice: a guide for teachers.— Los Angeles: Sage, 2007. 199 p

### **FINANCIAL MANAGEMENT**

Financial Engineering / edited by John R Birge and Vadim Linetsky.— Amsterdam: Elsevier Science, 2008. 1014 p

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Ferrari, Elena- Web and information security / Elena Ferrari and Bhavani Thuraisingham.— Hershey: IRM Press, 2006. 318 p

### **LAW**

Beale, H G- Contract cases and materials / H G Beale, W Bishop and M P Furmston.—5th ed— New York: Oxford, 2008. 1269 p

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