

NEWSLETTER

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Indian Institute of Management,

AWARDS



Prof. Anjani Koomar, Human Resource Management Group, was awarded “Best HR Academician” award at the inaugural session of the Annual Seminar on ‘Leading

Organization Change, Transformation & Rejuvenation’, held at Hotel Taj Residency, Lucknow, on April 20th, 2007. The Award Committee of NIPM UP Chapter has decided to honor him with the award. Prof. Anjani Koomar was given this award for the year 2006 too.

INTERNATIONAL COLUMN



Kumar, Sushil, and Kant, Shashi 2007. Exploded Logit Modeling of Stakeholders’ Preferences for Multiple Forest Values. *Forest Policy and Economics*, 9(5): 516-526.

Identification of all possible forest values and elicitation of stakeholders’ preferences is crucial for framing inclusive forest management policies, aimed at achieving sustainable forest management objectives. Forest value preferences of four major stakeholder groups in NW Ontario – Aboriginal groups, Forest industry, Environmental Non-government Organizations, and Ontario Ministry of Natural Resources (OMNR) – are analyzed using a parametric statistical tool – Exploded Logit Modeling. Five dominant forest value themes – spiritual value, environmental value, recreational value,

economic services value, and economic products value are derived using hierarchical clustering of forest values collected through Conceptual Content Cognitive Mapping technique. The results indicate that people, in general, regard environmental value of the forests as the most preferred benefit, followed by spiritual and recreational values. However, there is widespread inter-group variability in preferences for five types of forest values across four stakeholder groups, as well as across different demographic and economic groups. Policy implications of empirical findings are highlighted.

CONFERENCE PAPERS



Raj, Piyush and Srivastava, Rajiv K. 2006. Throughput Improvement in Long-Cycle Product Environment. Paper presented (as well as published in the proceedings of) an International Conference on ‘Production and Operations Management Society’, held at The China Europe International Business School, Shanghai, China, during June 19-23, 2006.

This paper characterizes the uniqueness of Long-cycle products and addresses the problem of improving their throughput taking example of ship-building. We review the planning and scheduling environment for Long-cycle products and highlight the due dates driven hierarchical planning structure. We identify constrained spatial resources towards the end of manufacturing process and suggest spatial scheduling for their ef-

fective utilization. We use due dates suggested by these constrained resources and propose productive centric work group structure to ensure balanced and uniform flow of constituent products. Comparison of slack time uniformity at constituent levels provides a good metrics to evaluate the flow. While ratio of working time indicates uniformity at constituent levels. Also since these constituents products are bulky and heavy, we

propose a lay out of workgroups to reduce cycle time and inventory movement. Finally we pro-

pose a phased implementation strategy for a shipyard and draw inferences for other industries.

CASES



Mital, Amita. 2007. Rewrite Rules at Pantaloon. IIML Case Series 2007/4 .

This case is designed for the sessions on Business Level Strategy Formulation and Operations Strategy in the Strategic Management course of an MBA program. It outlines the growth of Pantaloon, one of India's largest organized modern format retailers established in 1997. The firm retailed a range of branded and Private Label apparel, footwear, perfumes, cosmetics, jewelry, leather products and accessories, home products, books, music and toys with over 2,70,000 SKUs, complemented by services offerings. In a short span of nine years, the business grew from one store in Kolkata in 1997 occupying an area of 8,000 Sq ft to 72 stores, and 22 factory outlets located in the multiple cities occupying an

aggregate area of 21,07,608 Sq. ft. The firm focused on Lifestyle segment through 14 Pantaloon stores, 3 Central Malls, 2 mall, 2 Fashion Station and 1 MeLa store. In the value offering to mass customers, the firm had 21 Big Bazaar and 30 Food Bazaar outlets. Focus on customers supported by systems and processes; and a committed work force were the key factors that contributed to the success and helped in scaling as the firm grew. The case allows for detailed exploration of fit between business strategy and operational strategy and the role of coordination mechanisms in business operations.

Mital, Amita. 2007. Bata India Limited. Repositioned or still footwear? IIML Case Series 2007/5.

The case tracks the development of Bata India Ltd. as India's largest manufacturer and marketer of footwear products in the organized sector over a period of 7 decades. Bata India was part of the Bata Shoe Organization, Toronto. Though the company was the leader in footwear, by the end of 1994, there were indications of decline as profit dropped from Rs.20 crores to Rs. 95 lakhs within a year. This was attributed to environmental contingencies. The parent company BSO stepped into reposition Bata India as an affordable, market driven fashion-conscious lifestyle brand and to streamline the whole business to improve the performance of the company. This is a simple case designed for understanding strategic control and continuous

improvement. The failure to achieve objectives often reflects shortcomings of a firm's control system. While the traditional approach relied on feedback control, contemporary approaches stress feed-forward control. Strategic Control is concerned with tracking strategy as it is implemented, detecting problems or changes in its underlying premises and making necessary adjustments. The case helps in understanding two sets of question –

-Are we moving in the proper direction? Are things falling in place? Should we adjust the strategy / implementation process?

- How are we performing in terms of cost, revenue, cash flows? Are operational changes required?

Mital, Amita. 2007. Archies vs. Vintage - Are we in the business of Greetings ? IIML Case Series 2007/6.

This is a simple case designed for the introductory session of Strategic Management. By the end of the discussion, students would be able to understand the relationship between Corporate Vision, Mission and Strategy. The discussion may also bring forth the inevitability of firm's response to changing business environment and how it forces managers to stand back and review whether the firm is fulfilling its basic objective.

The case outlines the growth of two entrepreneurial firms that started in 1979 and 1983 respectively. Archies started with an investment of Rs. 1000/- for selling posters through mail order and went on to become India's most well known Greetings and Gifts company. However, over a period of 25 years, the growth in the greetings segment slowed down, particularly with the advent of internet, while the market for gifts was picking up. This led the entrepreneur to rethink whether by

focusing more on gifts rather than greetings, he could continue profitably in the *Business of Emotions* or would that take the business away from its vision and mission. Vintage Cards and Creations was the brainchild of Anil Kapur and Vaishnav when a few cards made by them were appreciated by the customers for quality and design. Initially it was a part time business, but soon became a full time occupation with local artists to create new designs and distributors and retail outlets expansion for future growth.

Archies proactively responded to technology changes in form of e-cards, SMS and MMS, which were taking the market away from traditional greeting card by diversifying into gifts as they were another means of expressing emotions. Vintage, on the other hand did not respond to change and found itself burdened with a huge inventory of cards with no market for them. The case also brings out the change imperative with discontinuities in technology and demography.

Mital, Amita. 2007. Cyber Media - The Leadership Quest. IIML Case Series 2007/ 7.

The case outlines the growth of an entrepreneurial firm that started in 1982 by a first generation entrepreneur, Mr. Pradeep Gupta to publish a specialized magazine for the IT sector. The firm went on to become South Asia's largest specialty media house with 9 publications in the IT, ICT and Bio-technology areas. It captured an end-to-end media value chain including the internet, events and television by focusing on high growth areas. In 2005, 23 years after its inception, it was on the threshold of going global. At this juncture, while Pradeep Gupta was confident that the globalization track was the way to growth, other board members were

contemplating whether it really made sense for the company to expand globally.

The case focusses on corporate level strategy. Strategic analysis and choice is the phase of the strategic management process when business managers examine and choose a business strategy that allows their business to maintain or create sustainable competitive advantage. The case provides an opportunity to students to evaluate and determine which value chain activities provide the basis for distinguishing the firm in the customer's mind and examine strategic choice by addressing two basic issues – what strategies are most effective at building

sustainable competitive advantage of business and whether or not a firm should diversify. The case also brings out how a firm creates value by

sharing or transferring core competence by diversifying into related areas.

Mital, Amita. 2007- 08/1. Delhi Land and Finance . Strategy or Serendipity ? IIML Case Series 2007 - 08/ 1.

The case outlines the growth of a real estate firm over a span of six decades. DLF started off a colonizer at Delhi pre-independence by Raghvendra Singh who figured that partition would lead to mass migration and the new migrants would need homes. He built 21 of Delhi's landmark residential colonies between 1947 and 1961, by persuading farmers to sell their holdings on credit as he had limited financial resources. The firm went through some phases of regulatory discontinuities, thereby diversifying into unrelated businesses and exiting them as they were unprofitable before emerging as India's leading real estate player. Sitting on a

wealth of resources and developing capabilities in exploiting them profitably, led to the emergence of India's largest real estate development firm.

The case is designed for use in the session on Resource Based View normally covered in the "Internal Analysis of the Firm in the Strategic Management course for MBA students. It enables the students to identify and examine the internal resources of the organization; classify and assess resources; understand what makes a resource valuable and analyze how resources provide and sustain competitive advantage.

Mital, Amita. 2007-08/2. Gati Limited- At the Threshold of big leap. IIML Case Series 2007 - 08/ 2.

The development of Indian express industry during the eighties saw the real entry of professional players into this market, though the industry had been in existence for a considerable time. "Express industry" comprised courier companies providing express and door-to-door pick up and delivery services for documents and non-documents shipments other than freight to various domestic and international destinations. In an industry comprising about 2000 players, with 98% in the unorganized sector, Gati was incorporated in 1995 and positioned itself to provide cost-efficient and flexible express services ranging from traditional point-to-point transportation to complex end-to-end integrated logistics and supply chain

management solutions. The case presents facts that could be evaluated along the various components of the firm's value chain to bring out where and how it stands apart from other players.

The case focuses on differentiation strategy of Gati and its positioning in a highly fragmented market. By the end of the discussion, students would be able to understand how firms can build advantage by differentiating themselves to provide superior customer value, using either the balanced score card or Porter's value Chain as a tool. The case exposes students to a decision situation, giving them the changing dynamics of the industry, which they analyse and propose a future course of action for Gati.

PRESENTATION



Kapoor, Sanjeev. 2007. Vulnerability and Rural Poverty - Enlarging the Scope for Micrifinance in India. Paper presented in National Workshop on Poverty, Unemployment and Rural Development Program held at Lal Bahadur Shastri National Academy of Administration, Mussorie, during April 6 -7, 2007.

Risks are one of the key components of environment for rural people. The risky events may be of different type, affect the rural households in different capacity. Rural people manage these risks and crises, but at a huge cost, which are sometimes non-recoverable throughout their whole life. Over the past decade, micro-finance has yielded a positive impact on the poor in terms of increased household income. However, focusing only on static measures of household earnings and income ignores the other side of poverty, the vulnerability of the poor to risk. Without access to micro-insurance, many poor people seem to be trapped in vicious cycle of poverty

where shocks and debt prevent them to rise in the ladder of economic prosperity. No doubt, micro-credit services are important instrument in helping the poor to build their assets, but without the ability to protect their assets, reducing the poverty through asset acquisition, can be a temporary for large number of clients of MFI's. Using the market analysis framework, the present paper tries to understand the demand for micro-insurance in rural areas. It also points out the Key requirements in developing the insurance product for rural sector in terms of price, product, promotion, and delivery channel.

EDITORIAL ASSIGNMENT

Prof. Saji K.B. served in the programme committee and on the editorial review board of the conference proceedings of the 7th Annual Conference of the International Academy of E-Business (IAEB) held at Vancouver, British

Columbia, Canada during April 5-8, 2007. The theme of the conference was 'E-Merging Research & Practical Dimensions of Strategic Business Management'.

MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Becoming World Class Organization: New Agenda for Business Leaders of SBI.	Prof. Archana Shukla	Lucknow April 23-26, 2007
2.	Effective Communication for Managerial Success	Prof. Neerja Pande	New Delhi April 9-11, 2007
3.	Risk Management for Banks and Financial Institutions	Prof. M.Jayadev	Lucknow May 2-4, 2007
4.	Becoming World Class Organization: New Agenda for Business Leader of SBI	Prof. Archana Shukla	Lucknow May 14-17, 2007
5.	Public-Private Partnership in Forestry for IFS officers	Prof. Sushil Kumar(AMC) & Prof. Sangeeta D Misra	Lucknow May 15-19, 2007
6.	National Seminar on Managing Land Resources for Agricultural Growth and Diversification with special reference to Uttar Pradesh	Prof. Jabir Ali	Lucknow May 25-26, 2007
7.	Agriculture Management Project	Prof. Kriti Bardhan Gupta & Prof. Sanjeev Kapoor	Lucknow May 14-16, 2007

FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Effective Communication for Managerial Success	Prof. Neerja Pande	Mumbai June 6-8, 2007
2.	Capacity Building and Leadership Skills for SCERT, Lucknow	Prof. Sushil Kumar (AMC)	Lucknow June 11-15, 2007
3.	Managing Intellectual Property for Competitive Advantage: Legal Strategies in the Knowledge Economy	Prof. D. S. Sengar	Nanital June 13-15, 2007
4.	Strategic Consumer Products Marketing to Rural India	Prof. Saji K B Nair	New Delhi June 21-23, 2007
5.	Managerial Success: A Competency Based Approach	Prof. Anjani Koomar	Lucknow June 25-29, 2007

FROM THE PRESS

- It's therefore seems natural that MBA programmes have realised the importance of incorporating ethics, environmentalism and social values into their curricula to prepare Leaders for the future. A trend that started quite while ago in Global B-schools, is catching up steam in traditional B-schools, but there are some promising indications.

Take the Indian Institute of management, Lucknow(IIM-L), for instance. The Institute recently started a course to educate students about the changing relationships between business and environmental management. With big names like Reliance, Tata Steel and Jindal Steel set to enter the carbon market, the course

is expected to equip future managers with the Knowledge and potential of these markets.

“India can annually make around \$200 million in the clean development mechanism (CDM) projects. It currently accounts for just 13.72% of the global CDM market. There is tremendous potential for companies to grow in this segment and it is essential that future managers are made aware of this”, said Sushil Kumar, professor of Agribusiness and a pioneer of IIM-L's course.

[Excerpts from *The Economic Times*, New Delhi. April 3, 2007.]

- Realising that business schools, today cannot afford to neglect the importance of teaching environmental management strategies to the future business managers, IIM-L has introduced a course, Corporate Environmental Management and Carbon Markets, providing its students with an understanding of changing relationship between business and environmental management. In addition to exposing students to intricacies of Carbon Markets and their potentials, the course describes various concepts related to environmental management systems.

[Excerpts from *Times of India, Times News Network, New Delhi*, April 16, 2007, Pg # 11.]

- Satisfied with the appropriate punishment for the killers of his son Manjunath, a relieved Rhaguvendra Shanmugam on Monday said he would now work for promoting the principles his son stood for and “save many more Manjunaths serving in every nook and corner of the country”. Anjali Mullatti, a 1993 IIM- Lucknow graduate and trustee of Manjunath Shanmugam Trust, said the punishment has sent strong message across the country that guilty would be punished. Lucknow University Vice-Chancellor R. P. Singh, who received the first Manjunath Integrity Award last week, hailed Manjunath as a “National Hero” and congratulated the police and

Legal fraternity which worked hard to ensure that guilty were brought to book.

[Excerpts from *The Times of India, Times News Network, March 27, 2007.*]

- Jamshed J Irani, director, Tata Sons Limited, is the new chairman of Indian Institute of Management (IIM) Society and Board of Governors at IIM Lucknow. The Human Resource development (HRD) ministry has appointed him for a period of five years. “The whole IIM Lucknow community is looking forward to gain from his able and visionary leadership”, said IIM-L director, Prof. Devi Singh.

[Excerpts from *The Times of India, Times News Service, Lucknow, April 24, 2007, Pg. # 02.*]

- Yogesh Agarwal, MD, State Bank of India, inaugurated bank’s new branch at IIM Lucknow, campus. Dr. Devi Singh, director, IIM Lucknow, Shiv Kumar, CGM, SBI and others were present at the occasion. The customers of the branch can have access to their accounts from more than 4,500 CBS branches all over the country and abroad.

[Excerpts from *The Times of India, Lucknow, May 1, 2007, Pg. #11.*]

GYANODAYA - RECENT ARRIVALS

1. Myerson, Judith M. 2007. *RFID in the supply chain: a guide to selection and implementation*. Boca Raton: Auerbach: 425p.
2. O’ Hair, Dan. 2005. *Strategic communication: in business and the professions*. 5th ed. Boston: Houghton Mifflin: 462p.

3. Clarke, Steve. 2007. 2007. *Information systems strategic management: an integrated approach*. 2nd ed. London: Routledge:196p.
4. Gupta, G.K. 2006. *Introduction to data mining with case studies*. New Delhi: PHI: 457p.
5. Bhavani, T. A. 2006. *Globalisation and Indian small scale industries: technology and competitiveness*. New Delhi: Anne: 265p.
6. Lewis, David, 2007. *The management of non-governmental development organizations*. 2nd ed. London:Routledge: 290p.
7. Tegler, Nancy. 2003. *New era value investing: a disciplines approach to buying value and growth stocks*. New Jersey: John Wiley: 222p.
8. Scolpe, Vinod. 2006. *Managing Intellectual Property: the strategic imperative*. New Delhi: PHT:330p.
9. Chen, Stephen. 2005. *Strategic Management of e-business*. 2nd ed. Chichester: John Wiley: 366p.
10. Kanji, Gopal K. 2006. *100 statistical tests*. 3rd ed. New Delhi: Sage: 242p.

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