



IIML NEWSLETTER

Vol XIII Nos. 03-04

February

2006

RESEARCH PUBLICATIONS

INTERNATIONAL COLUMN

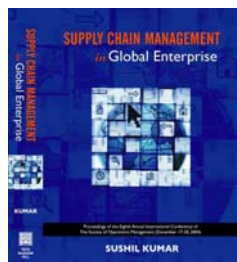
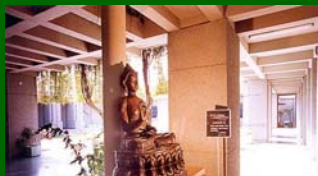
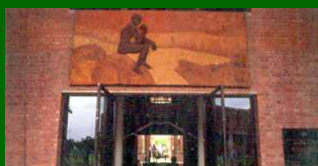
Rao, D. Tripathi and Vakkayil, Jacob D. 2006. India: Management Education in India: A Case of Excellence in a Sea of Medicority!. *Asian Analysis*, Australian National University, January 2006.

There is an explosion in number of Business Schools in India in recent years. The astronomical figures offered as 'salary package' to successful B-School students is one of the chief driver behind the high visibility of management education and the profession in general today. Does the two years one spends in a business school change the person so much to justify the difference between the salaries on offer before and after the MBA? Leaving aside the vulgarity of a ten-lakh-plus annual salary in a country where the annual per capita income is one-fiftieth of this level, one often wonders whether these figures are 'value for money' propositions. Out of all B-Schools in India, probably only the top 20 including IIMs qualify as 'integrated' B-Schools having good industry interfaces for disseminating knowledge, skills and good practice. However, many recognized institutes do not meet the basic quality standards in terms of competent faculty, innovative course curriculum design and adequate provision of state-of-the-art facilities, let alone being genuinely engaged in research and cutting-edge consultancy projects, as required of a business school. Given that the GATT regime requires the opening up global education markets beginning 2005, Indian management education institutes will have to gear up to compete with institutes elsewhere on the global stage.

BOOK

Kumar, Sushil. 2005. *Supply Chain Management in Global Enterprise*. New Delhi: Tata McGraw-Hill.

This book is a selection of papers presented at the Eighth International Conference of the Society of Operations Management, SOM8, organized by The





National Institute of Industrial Engineering (NITIE), Mumbai, India, in association with The University of Alabama, Huntsville (UAH), USA. Topics included in the book cover the whole spectrum of the supply chain, including: Logistics Management in SCM; Productivity & Competitiveness; Manufacturing; Strategy & Management; ERP, Software Tools in Manufacturing; Optimization Techniques; E-Commerce in SCM; Quality and Reliability; Intelligent Manufacturing; Applications in IT/ Bioinformatics; Business Process Outsourcing. The book is an useful reference on the state of the art in the area of operations management. The book is a ready-reckoner that helps understand and appreciate the impact of supply chain in global enterprise.

PAPERS

Agarwal, Yogesh. 2006. *k-Partition Based Facets of the Network Design Problem.* Accepted for publication in *NETWORKS* May 2006.

This paper addresses the problem of designing a multicommodity network using facilities of a fixed capacity to satisfy a given set of traffic demands. This problem (called the NDP) arises primarily in the design of high-capacity telecommunication networks. The k -partition of the NDP graph is introduced which results in a smaller k -node NDP. The main result of the paper is a theorem, which shows that a facet inequality of the k -node problem translates into a facet of the original problem under a fairly mild condition, i.e. the sub-graph of each component of the k -partition be connected. This theorem is utilized to show that 2- and 3-partition based inequalities identified by previous researchers yield families of facets for the original NDP. The structure of the 4-node NDP is explored to derive three different classes of valid inequalities and the conditions under which they are facet defining. The effectiveness of these inequalities is indicated by the computational experience on a 10-node example.

Das Gupta, Devashish. 2005. *Significance of Branding in High Tech Industries.* *ICFAI Journal of Marketing Management* IV(4): 7-18.

Branding gives a name to the generic product and thereby differentiates it from other such products. Companies selling consumer products have been reaping the benefits of using this tool. However corporate players in the high technology areas felt no such necessity. This scenario has finally changed as the market is integrating towards the sole aim of consumer satisfaction. Moreover with the international economy poised to realise the goal of a global village branding in the hitech sector becomes even more significant.

The paper initially focuses on the market uncertainty aspect, thereon highlights the Marketing issues significant from the Hitech industry context integrating research & development.



Kumar, Sushil and Ganapathy, L. 2006. Value Addition Through Complexity Reduction: Some Experiences from a Case Study. *Industrial Engineering Journal* XXXV(1): 21-24.

This paper examines how a manufacturing organization can obtain value addition to its manufacturing techniques by proper control and reduction of complexities arising out of different sources of variability. Some of the experiences obtained out of a real case study carried out in a manufacturing organization are presented. This will help practitioners have a re-look at different sources of variability in their manufacturing processes, and locate some opportunities for complexity reduction and value addition.

Nandi, Sukumar. 2005. Economics, Ethics and Politics: An Economic Explanation of State Decision Making. *Prajnan* 34(3): 255-260.

The perception of the individual regarding his rights vis-à-vis the state has changed in recent times. Also the power of state has grown enormously to such a stage that it now sneaks into every corner of individual's life. All these get social approval sometimes in the name of higher social cause, or security of the nation or some other cause. All these developments are touted in the name of higher welfare of the citizens, though the latter in their quieter moments fail to realize the truth behind all these. Professor I. M. D. Little in his book "Ethics, Economics and Politics: Principles of Public Policy" has dealt with these questions. This review article takes up the issue at wider canvas.

Nandi, Sukumar. 2005. Exchange Rate in a Controlled Foreign Exchange Regime: Indian Perspective. *Journal of International Business and Economics* III(1): 1-12.

Whenever a currency is subject to control regarding its exchange rate and trading, a parallel market develops, and a second exchange rate, popularly known as black market rate, is established in the market. The interaction of this with the official rate is conditioned by the domestic fiscal and monetary policies and international scenario. This also reflects the imperfections existing in the financial markets of the country. The co-movement of these two rates reflects the nature and the degree of the disequilibrium of domestic economy. The nature of this relationship in historical perspective has been explored in this paper by using an econometric approach. The nature and particularly the co-movement of the two series shows the dynamics of the dirigisme prevailing in India before the paradigm of development changed and liberalization set in motion.

Nandi, Sukumar and Kumar, Sunil. 2005. Variability of Exports and Imports in Indian Perspective: An Empirical Study. *Asia-Pacific Business Review* 1(1): 68-75.



Exports and imports of any country are interrelated and this is one standard theoretical lesson of international economics. Behind this interrelation the causal nexus works in broad macroeconomic scenario when the economy is open. Considering the fact that liberalization In India started in 1990, it is interesting to see to what extent the causal relation between exports and imports has been affected. This paper is an attempt in that direction.

Rameshan, P. and **Singh, S.** 2005. Quality of Health Delivery System: A Case of Customer Orientation of Primary Health Centres. *Journal of Health Management* 7(2): 189-206.

This case study examines the customer orientation of primary health centers (PHCs) of a district in Uttar Pradesh. Ten PHCs have been studied for this purpose. The study explores input level facilities and human resources available for providing services. Attitude and behaviour of doctors and other staff towards customers (patients and attendants of patients) were studied from the perspective of customers. Similarly, we tried to understand the viewpoints of health officials at district and PHC levels. Customers wanted to improve services of PHCs through Panchayat pressure, persuasion and leaders intervention. Agitation was relatively less preferred strategy. They also did not want to passively tolerate poor services at PHCs. Doctors and staff had their own grievances that affected their morale and performance.

Singh, S. and Sridhar, K.S. 2005. Educational Outcomes: DPEP or 'Catching Up'? *Economic and Political Weekly* XL(35): 3863-3873.

This paper evaluates the District Primary Education Programme interventions in two DPEP phase 1 districts of Madhya Pradesh b using one of them as the control group. It aims to assess the progress made towards achieving the overall goals of DPEP, namely, providing access the extent to which gender disparities and differences between social groups such as scheduled castes and tribes and others have been reduced in respect of enrolment, dropout rates and learning achievement. In some instances, especially when outcomes across low and high literacy districts are studied, DPEP appears to have positively facilitated interventions in districts are studied, DPEP appears to have positively facilitated interventions in district that started off with low female literacy rates. Also, interventions to facilitate access to schooling and to ensure social equity appear to have had an impact.

Srivastava, Rajiv K., Pandey, Rahul and Sabui, Kaushik. 2004. Pagoda Enterprise: Challenges of a Small Engineering Firm. *Metamorphosis* 3(2): 143-156.

At the end of the closing day of financial year 2004-05, Sabui sat in his office feeling happy about his company crossing the Rs. 10 million sales



mark for the first time. His customer has acknowledged his expertise in design and fabrication engineering of carne components like operator’s cabin and cable trolley, and consistently gave him repeat orders. It was a tribute to his technical expertise, but inside his heart he knew that he could have done better if he was not constrained by his plant’s capacity. He wanted Pagoda to become the largest producer of operator’s cabins in the world by 2010, yet he knew that continuing with the current way would not lead him anywhere near that goal. He was also keen on exporting his products but was aware of severe competition in those markets.

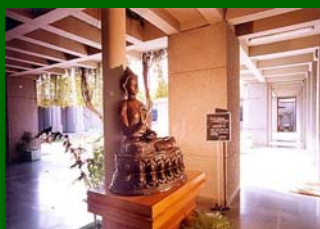
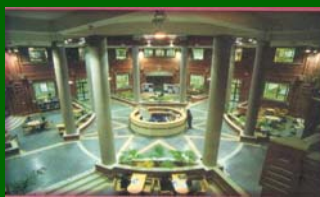
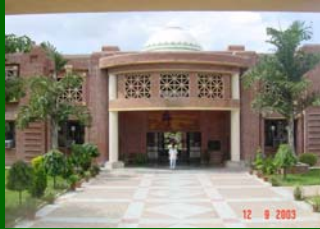
Srivastava, Samir K. and **Srivastava, Rajiv K. 2005.** Profit Driven Reverse Logistics. *International journal of Business Research* 4(1): 53-61.

This paper explores and examines whether profit driven reverse logistics is a feasible and worthwhile proposition, especially in contexts where regulatory and consumer pressures are practically non-existent. A hierarchical decision-making framework that captures real life scenarios and provides near optimal solutions related to various aspects of reverse logistics for making various decisions in a profit motivated context has been suggested. We cover products ranging from “low volumes and growing markets” to “high volumes and declining markets” in the Indian context. Our findings indicate that reverse logistics activities are profitable for our select categories of products beyond a certain minimum quantity of returns. We estimate these points of inflexion and also derive implications for various stakeholders for these categories of products in the Indian context.

CONFERENCE/ SEMINAR/ WORKSHOP PAPERS

Chengter, Ted Ho, Nguyen, Viet Anh, Fang, Chun-Hsiung, and **Saji, K.B. 2006.** An Exploratory Study on the Supply Chain Models of Footwear Industry in Vietnam. Paper presented in (as well as published in the refereed proceedings of) the International Conference on ‘Marketing in the Age of Convergence’, held at Indian Institute of Management, Kozhikode, during January 7-8, 2006. (**Prof. Saji** also chaired a technical session on ‘Marketing Implications of Functional Convergence’ in the conference).

A pilot study organized by the researchers on the industry structure of Vietnamese Footwear industry has revealed that the supply chain model is an integral form of the industry’s business model. Thus, in the exploratory phase of the research, the major purpose of the study has been set to focus on the supply chain models implemented by the Vietnamese Footwear industry. This has indeed enabled the researchers to gain an in-depth understanding of the Vietnamese Footwear industry's current supply chain management practices, which has brought along excellent industry performance. The most significant results of the



descriptive phase of the study include: (i) the supply chain model that is being currently put in use in the Vietnamese Footwear industry observed to be almost agile; (ii) the current supply chain models in-practice are able to enable the industry participants to improve productivity, save cost, manufacture efficiently, improve sales performance, increase customer satisfaction, build and maintain good relationship with the suppliers; and (iii) the barriers that the Vietnamese Footwear industry currently face include: the human factor related, equipment related, maintenance related, Information Technology (IT) infrastructure related, Internet facilitation related, and Government regulation on IT related.

Das Gupta, Devashish. 2006. *Tourism Retailing-Case of the Hottest Tourist Destination in India.* Paper presented in (as well as published in the proceedings of) the Third AIMS International Conference on 'Management', held at Indian Institute of Management, Ahmedabad, during January 1-4, 2006.

Internationally tourism has become one of the most mature and prosperous industries, which is shown a healthy, as well as perpetual growth. It has been one of the highly researched topics also. India can boast of a rich cultural heritage. Grand monuments and other historical destinations stand as testimony. Agra the city of the famous Taj Mahal is the hottest tourist destination of India, both for domestic as well as foreign tourists. This paper presents the available tourism literature and marketing literature. It studies the ground realities and presents a road map for success.

Das Gupta, Devashish. 2006. *Value Chain for a Business School.* Paper presented in (as well as published in the proceedings of) the Third AIMS International Conference on 'Management', held at Indian Institute of Management, Ahmedabad, during January 1-4, 2006. (*Prof. Das Gupta also chaired the session in the conference*).

According to an estimate, education industry has emerged as the biggest spender on advertisement and major proportion of that investment has been in image building. With management education becoming more competitive due to implementation of WTO rules, B schools in India look forward, to what impresses their customers. The growing popularity of management education can be proved with the record 1.75lakh candidates writing the CAT examination this year. This research paper get into the mindset of B-school students as well as the aspiring students to test as to what constitutes the value chain for an ideal B school in India.

Gupta, Kriti Bardhan. 2006. *Water Footprint of India: Implications for International Trade of Food Products.* Paper presented in the International Conference on 'Globalization and Sectoral Development', organized by Academy of International Business-India in Association of Institute for

Integrated Learning in Management at New Delhi, during February 17-19, 2006.

India has been the fifth largest exporter of virtual water in the world. Based on water footprint of the country it was found that the magnitude of use of in-land water resources for the export of crop products is quite significant. The trends in volume of virtual water being exported to the world through 283 crop products at 6-digits HS Codes were estimated for the last four years. List of those crop products was obtained which are contributing maximum to the export of virtual water from India. Considering the fact that the export of virtual water helps in improving global water use efficiency and in achieving regional and global water security, it was observed that the regulation of exports of such crops may not be in the best interest of the global economy and the local people. Analyzing the extent of overexploitation of water resources in regions producing these crops it was discussed that whether the country should export such products with large volume of virtual water or not, should be decided in a larger framework encompassing issues related to foreign currency foregone, food security, food sovereignty, employment and available water resources in the regional level.

Jain, Arun Kumar. 2006. *Case-Method in Management Education: A Framework for Maximizing Learning.* Paper presented at the Third AIMS International Conference on 'Management', held at Indian Institute of Management, Ahmedabad, during January 1-4, 2006. (*Professor Jain also chaired the session in the Conference.*)

The paper deals with the deliverable and learning issues relating to the use of case-method in Management education. The paper after discussing the contextual issues that limit learning value of case methodology develops a conceptual framework for maximizing delivered classroom value. It delves on what a good case should contain, and how to supplement and complement it with other technologies *in conjunction.*

Jain, Arun Kumar. 2006. *India and China: A Competency Balance Sheet.* Paper presented at the Fourth Academy of International Business (I) Conference, held at Delhi, during February 17-19, 2006.

The World Economic Forum through its Global Competitiveness Report every year brings out rankings wrt competitiveness of nations. Interestingly India is consistently ranked higher than China on the Business Competitiveness Index while China outscores India on the Growth Competitiveness Index. This is counter-intuitive to the general perceptions that China (compared to India) is an economic force to reckon with in terms of economy growth, manufacturing capabilities, etc. The paper develops a conceptualization and based on this, analyses the underlying parameters to show that India and China enjoy comparative



competencies – that help them perform well in a few select Industry Groups.

Jain, Arun Kumar. 2006. *Managing Across Borders*. Paper presented at the plenary session at the Fourth Academy of International Business (I) Conference, held at Delhi, during February 17-19, 2006.

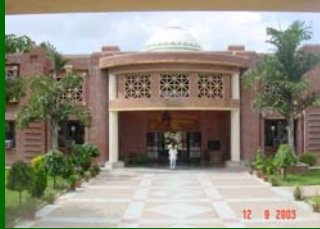
This paper deals with the issues that firms have to manage while crossing international borders and setting up bases. It discusses the degree of complexities in various forms of expansion strategies and through examples shows how firms have actually managed the risks and problems encountered.

Johar, Divyansh (PGP-II Student). 2006. *Commercialization of Innovations by Indian Public-funded R&D Institutes*. Paper presented in (as well as published in the proceedings of) the 4th AIB-India Annual International Conference on ‘Globalization & Sectoral Development’, organized by the Institute for Integrated Learning in Management (IILM) in cooperation with the Academy of International Business - India Chapter, held at IILM, New Delhi, during February 17-19, 2006. (*The paper has also been included in the Doctoral Dissertation Competition*).

The paper explores the activities of Indian public-funded R&D institutes in the context of globalization and competitiveness. It examines the current mandate of the institutes and attempts to suggest a future focus for the same. Intellectual property management is the way for future growth and realization of self-sustenance. Towards this, aspects of licensing and technology transfer are presented with recommendations for methods of fixing technology prices and royalties. To aid the process of commercialization of generated intellectual assets, a marketing model is suggested. This model captures the philosophy of aggressive R&D leading to generation of intellectual property. Attention needs to be drawn to the increased responsibility of business development groups at the R&D institutes. Marketing of technology is proposed as a multi-stage process comprising technology assessment, market identification, competition assessment, promotion, client relationship and post-agreement initiatives. Promotion activities include information dissemination and advertising through multiple media. Strong bonds with the clients need to be forged to enhance the reputation.

Kulshreshtha, Anupam and Srivastava, R. K. 2005. *Intermodal Freight Terminal Location Selection with Limited Train Service Capacity*. Paper presented (by first author) at the 9th Annual Conference of the Society of Operations Management, School of Management, Pondicherry University, during December 16-18, 2005.

In this paper, we are addressing the issue of selection of Intermodal terminals in a linear Rail-Road network. The exercise is focused on the



linear network situation that is similar to Konkan Railway type of Intermodal services. In the subsequent phases, we aim to deal with a more general mesh network situation. The objective is to select a set of terminals from amongst the available modes that will serve as Intermodal stations, maximizing the profit to the railways. We consider the demand across node pairs, revenues for different demands, terminal's fixed cost, demand constraints and limitations on the terminal and train services capacity for making the decision.

Kumar, Sushil, Vaidya, Omkarprasad S., and Ganapathy, L. 2005. A Cost Based Framework for the Supply Chain Performance Evaluation. Paper published in the proceedings of the 47th National Convention of Indian Institute of Industrial Engineering, held in Pune, during November 11-12, 2005.

This paper looks into the issues of performance measurement of the supply chain. A framework is proposed that explains the supply chain evaluation process. The proposed approach SIRSEE not only has the potential to acts as a regulator for the performance evaluation, but may also help the organization to take concrete actions in the performance improvement of the supply chain. Various criteria for performance evaluation involving different types of costs are explored. The paper lists various types of supply chains and explains the proposed framework.

Kumar, Sushil, Vaidya, Omkarprasad S., and Ganapathy, L. 2005. Some Issues in Reliability Optimisation Based on Costs. Paper presented in SOM9 International Conference, held in Pondicherry, during December 16–18, 2005.

This paper addresses the critical issue of reliability optimization based on cost. Out of typical two possibilities of optimization, viz. minimization of system cost and minimization of budgetary costs subject to reliability constraints, this work focuses on the former. The present work in the field of reliability optimization based on cost is explored and a new approach is developed. This is done by considering the most commonly addressed exponential cost-reliability trade-off. Different possibilities for obtaining the initial feasible solution are also explored. An 'Adjustment Routine' procedure is proposed to suit any of the possibilities in order to obtain the initial feasibility condition. The proof for optimality criteria is worked out and the procedure for the optimization of reliability is explained. The Lagrangian method of optimization is used in order to verify and interpret the validity of the initial feasibility condition and optimality criteria.

Kumar, Sushil, Ganapathy, L., and Amanulla, S. 2005. Vehicle Routing Problem with Time Windows: A Case Study in Crew Pickup. Paper presented in SOM9 International Conference, held in Pondicherry, during December 16–18, 2005.



The Vehicle Routing Problem with Time Windows (VRPTW) is a well-known problem in Operations Research and has been extensively studied by various researchers. In this paper, we consider a variation of the VRPTW and present an application to a practical problem of crew pickup from their residence. The study resulted in a substantial reduction in the number of vehicles required for transport, and also provided valuable insights into the problem characteristics.

Kumar, Sushil and Vaidya, Omkarprasad S. 2005. A Flexible Multi-Criteria Reliability Allocation Technique. Paper published in the proceedings (New Delhi: GIFT Pub.: 41-46) of International Conference of GLOGIFT 05, held in Bhopal, during December 27-30, 2005.

Reliability is usually allocated on the basis of the component performance or/and cost as criteria. Many other important features such as maintainability, complexity, criticality, and the inter-relationships, etc., are often neglected. In this paper, we explore as many as ten different criteria in order to allocate reliability. It is observed that some of the criteria used to allocate reliability, such as cost, are required to be on the minimal side; while others, such as component working life, are needed to be maximized. The methodology suggested in this paper takes into account various criteria with different requirements and provides a single platform to combine such variations flexibly for the reliability allocation. Importance values of these varied criteria, ranked with the use of Analytic Hierarchy Process (AHP), are used for allocating the reliability within the system. This paper thus enables allocation of reliability to the system components with the aid of maximum possible criteria with a provision for adding/deleting any particular criteria to suit the specific requirement of the system. The proposed method provides flexibility to the system designers and analysts to help them come out with a better reliability allocation with minimum assumptions. Their method can facilitate sensitivity analysis in the area of reliability allocation. The proposed approach could be generalized further in order to suit the various configurations in the system.

Mohanty, B.K. 2005. Fuzzy Logic and E-Business and Integrated Approach for Business Solutions. Invited paper presented at the International Seminar on 'India 25 Years Hence', held at Invertis Institute of Management Studies, Bareilly, during November 26-27, 2005.

Customers' product preferences which are based on its attributes are normally expressed in linguistic or fuzzy terms. In this paper these preferences are represented through fuzzy numbers. To make the customers' preferences more realistic, in an e-business environment, their tendencies or inclination inherent in their preferences are articulated. Generally these tendencies are in linguistic terms such as; towards more, towards less or neutral. These derived inclinations are further incorporated in the customers' attribute preferences to discover the



actual product preferences. This methodology uses fuzzy number to represent the final product preferences after integrating the customers' data on preferences and inclinations towards the product attributes. Fuzzy representation of the customers' preferences along with the inclinations are used to hierarchically classify the products in the on-line market according to the customers' requirements. A numerical example is illustrated at the end to highlight the procedure.

Mohanty, B.K. 2006. *Tranquility and Anxiety Concepts in e-business: A Fuzzy Approach*. Presented a paper at the International conference on 'Innovation and Technology Management', held at CGCRI (A CSIR Lab), Kolkata, during February 3-5, 2006.

Customers' product preferences which are based on its attributes are normally expressed in linguistic or fuzzy terms. In this paper these preferences are represented through fuzzy numbers. To make the customers' preferences more realistic, in an e-business environment, their tendencies or inclination inherent in their preferences are articulated. These derived inclinations are further incorporated in the customers' attribute preferences to discover the actual product preferences. The concept of tranquility and anxiety is introduced in this paper in order to identify the actual attribute wise preferences while selecting a product. This methodology uses fuzzy number to represent the final product preferences after integrating the customers' data on attribute wise preferences in terms of tranquility (anxiety) and inclinations towards the product attributes. Fuzzy representation of the customers' preferences along with the inclinations are used to hierarchically classify the products in the on-line market according to the customers' requirements. A numerical example is illustrated at the end to highlight the procedure.

Rao, D. Tripathi. 2006. *Do Saving, Investment and Interest Rates Respond to Each Other? Exploring the Long-Term Relation during the Periods of Financial Repression and Financial Liberalisation in India*. Paper presented in the Second Annual Conference on 'Economic Growth and Development', held at Indian Statistical Institute, Delhi, during January 10-12, 2006.

The paper explores long-term relations among saving, investment and interest rates during the periods of financial repression and financial liberalisation in India. We find that interest rate movements are non-responsive to the deviations of lending flows from savings flows. The exploration of causal relation between saving and lending shows that there is no support to the view that saving flows determine or cause lending flows; rather, in the financially deregulated post-reform India, it is found that the causality, in fact, runs from lending to saving flows. Finally, the existence of interest rate rigidity or financial inefficiency even in a deregulated regime suggests that financial market is yet to become sufficiently mature and that the ability of higher interest rates to raise the rate of savings is rather limited. One can interpret our empirical results in



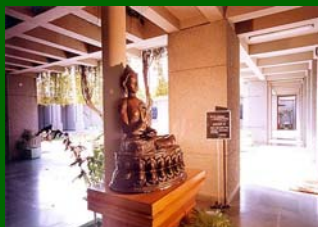
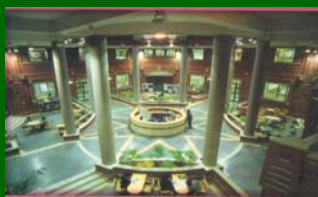
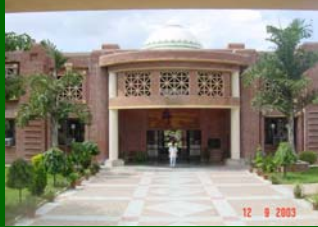
the light of an alternative theoretical framework - the post-Keynesian approach that embeds liquidity preference of intermediaries as well as non-financial firms' behaviour and their interrelationship, financial institutional structure and central bank policy as important determinants of the provision of credit and hence investment.

Saji, K.B., and Shejwalkar, Rakesh. 2006. A Conceptual Framework for E-commerce Adoption by Indian Rural Market Co-operatives. Paper presented in (as well as published in the refereed proceedings of) the Third AIMS International Conference on 'Management', held at Indian Institute of Management, Ahmedabad, during January 1-4, 2006.

E-commerce is one of the most innovative ways to expand any business, and has the potential to make significant inroads into the not-so-exploited Indian rural market. Through an exploratory study, it has been attempted by the authors to identify the factors that govern the e-commerce adoption by Indian rural market cooperatives, for which a case study method involving seven carefully chosen Indian rural e-commerce ventures, has been employed. The present paper, which is an offshoot of such a study, has the broad objective of designing a conceptual framework for assessing the e-commerce adoption capability of Indian rural market cooperatives. The nine factors identified are: Role of Organizational Mission, Role of Youth in Local Entrepreneurship, Role of Women in Local Entrepreneurship, Role of Entrepreneurship, Role of Government Agencies, Role of Non-Government Agencies, Role of Technology, Role of Effective Marketing, and Role of Effective Implementation. By presenting the research framework, it is argued here that the stakeholder satisfaction is possible only when the firms do realize the significance of these factors.

Sengar, D.S. Impact of Environmental Law and Litigation on Business. Paper presented in the workshop on 'International Business Transactions: Legal and Cultural Implications', sponsored by USEFI, New Delhi, held at Indian Institute of Management, Lucknow, on January 30, 2006. (*Prof. Sengar also acted as a moderator for the session on 'Cultural Issues in International Business Transactions'*).

India is the first country in the world to give environmental protection a constitutional status but due to poor implementation of environmental laws, the victims could get only little justice. While executive failed in spite of legal authorisation, the Indian Courts have come forward with new technology known as Public Interest Litigation (PIL) to provide an access to environmental justice. Besides providing an access to environmental justice, PIL also has been responsible for creating awareness amongst the citizen that legal and constitutional tools are available to them for protection of environment and prevention of pollution and consequent health hazards. Thus, Indian judiciary has encouraged the environmentalists to take up important ecological issues



through PIL and recognized it as constitutional obligation on courts. The judicial decisions have also impacted upon businesses. The Court has justified the closure of polluting tanneries by saying that closure of tanneries might bring unemployment, loss of revenue, but life, health and ecology had greater importance to the people.

CASES

Jain, Arun Kumar. 2005. Eyeintl: Case Study on Governance and Strategic Management of NGOs and Not-For-Profit Organizations. *IIML Case Series on 'Corporate Governance & Strategy'*.

Jain, Arun Kumar. 2005. Parmalat Affairs: A Modern Replica of Ponzi Finance. *IIML Case Series on 'Corporate Governance & Strategy'*.

Kumar, Sushil. 2006. Product Warranty and Customer Satisfaction. *IIML Case 2006-02*.

PRESENTATION

Jain, Arun Kumar. 2006. EU-India Bilateral Trade and Investment Relationship (Joint Action Plan: High Level Trade Group). Presentation in the session at the Seminar, organized by the European Union Commission, held in Lucknow, during February 6-7, 2006.

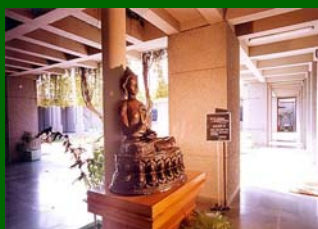
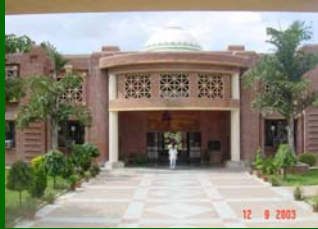
Jain, Arun Kumar. 2006. EU-India Relations: Past, Present and Future of EU-India Strategic Partnership. Presentation in the session at the Seminar, organized by the European Union Commission, held at Lucknow, during February 6-7, 2006.

MISCELLANEOUS

Das Gupta, Devashish. 2006. Five Units Namely Sourcing, Merchandising, HRM in Retailing, IT in Retailing, Retail Promotion and Communication Mix for the Study Unit of Retail Management (Elective for the MBA programme) of Indira Gandhi Open University (IGNOU). (Prof. Das Gupta is also a member of course design panel on 'Retailing for IGNOU').

LECTURE/KEYNOTE ADDRESS/TALK DELIVERED

Das Gupta, Devashish. 2005. Marketing in the 21st Century Issues and Challenges. Delivered a lecture on Marketing Training Programme for Sr. Managers of NABARD (National level), on Oct. 2005.



Das Gupta, Devashish. 2005. Marketing of Social Issues. Delivered a lecture in the programme UP Prashasan Academy, Lucknow for senior executives of SIFSA, on Oct 2005.

Das Gupta, Devashish. 2006. Marketing Practices in Different Cultures. Delivered a talk in the workshop on 'International Business Transactions: Legal and Cultural Issues', jointly organised by United States Educational Foundation in India and Indian Institute of Management, Lucknow, on January 30, 2006.

Das Gupta, Devashish. 2005. Marketing Skills for Relationship Managers of SBI. Delivered a lecture on SBI Staff Training College Programme for Relationship Managers, on November 22, 2005.

Das Gupta, Devashish. 2006. Relationship Marketing and Positive Approach. Delivered the inaugural session in the General Management Programme for Senior Medical Officers at SGPGI, organised by Ministry of Health in collaboration with the Swiss Govt., on January 24, 2006.

Das Gupta, Devashish. 2005. Supply Chain Management: A Marketing Perspective. Delivered a lecture in the General Management Programme for Senior Medical Officers at SGPGI, organised by Ministry of Health in collaboration with the Swiss Govt., on July 30, 2005.

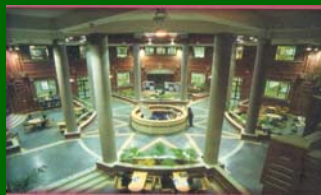
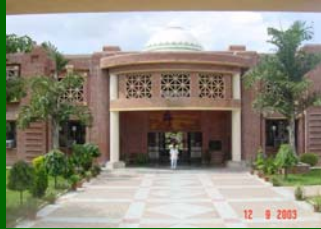
Dash, Satyabhusan. 2006. Marketing Practices in Different Cultures. Delivered a talk in the workshop on 'International Business Transactions: Legal and Cultural Issues', jointly organised by United States Educational Foundation in India and the Indian Institute of Management, Lucknow, held at Indian Institute of Management, Lucknow, on January 30, 2006.

Gupta, Kriti Bardhan. 2006. Food Marketing System in the Changing Scenario. Delivered a keynote address at the International Seminar on 'Commercialization of New Technologies in Agro and Food Processing', during the session on "Technologies on Market Models", organised by Indian Industries Association, coinciding with India Food Expo – 2006, held at Hotel Taj Residency, Lucknow, on February 10, 2006.

Saji, K.B. 2006. Developing New Products: Where Engineering Meets Marketing?. Invited address delivered at the IEEE Chapter, National Institute of Technology Calicut, on February 01, 2006.

WORKSHOP CONDUCTED

Das Gupta, Devashish. 2005. Confidence Building and Positive Approach. Workshop conducted at LBSIM, Lucknow, on September 30, 2005.



Sengar, D.S. International Business Transactions: Legal and Cultural Implications. Workshop conducted under the sponsorship of USEFI, New Delhi, held at Indian Institute of Management, Lucknow, on January 30, 2006.

MANAGEMENT DEVELOPMENT PROGRAMMES

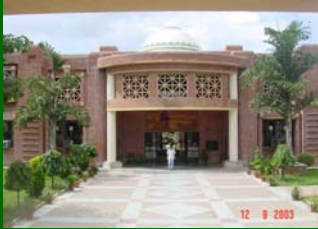
Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Financial Decision Making	Prof. M. Karmakar	Lucknow Jan.30-Feb.1, 2006
2.	Human Resources - An Investment Perspectives	Prof. Anjani Koomar & Prof. S. C. Bansal	Lucknow Jan.30-Feb.1, 2006
3.	2nd Module of Maintenance and Supervision for Technical Officers of UP PWD	Prof. K. N. Singh & Prof. S. C. Bansal	Lucknow Feb. 1-3, 2006
4.	Leadership and Human Values: Discover your Leadership Signature	Prof. Debashis Chatterjee	Lucknow Feb. 6-8, 2006
5.	Finance for Non-Finance Executives	Prof. Madhusudan Karmakar	Lucknow Feb. 6-10, 2006
6.	HR for Managers of ONGC	Prof. Shailendra Singh	Lucknow Feb. 6-10, 2006
7.	MDP for BPCL Dealers (City & Metro)	Prof. Avinash Mulky	Lucknow Feb. 9-11, 2006
8.	Personal Growth through Self Exploration	Prof. Shailendra Singh	Lucknow Feb. 13-17, 2006
9.	Strategic Leadership for Building World Class Organization for DGMs of SBI	Prof. K G Sahadevan	Lucknow Feb. 13-18, 2006

CAMPUS EVENT

Twentieth Annual Convocation of the Institute is to be held on March 18, 2006 at the Campus. **Sh. Brijmohan Lall Munjal**, Chairman, Hero Honda Motors Ltd. has kindly consented to be the Chief Guest and deliver the Convocation Address.

COMMUNITY AFFAIRS

SARASWATI PUJA was performed on February 02, 2006 in the Samanjasya Hall.



RESIGNATION

Ms. Rashmi Goel, Sr. Research Associate resigned and relieved from the services of IIML on January 13, 2006.

APPOINTMENT



Dr. Abhishek Nirjar joined the Institute as an Associate Professor, in the Strategic Management Group, on February 1, 2006.

Dr. Nirjar has obtained his Masters in Business Administration from the University of Lucknow and his Ph.D from the University of Sheffield Management School, Sheffield, UK.

He has published articles in referred journals and has three conference presentations to his credit.

His area of interest in teaching and research include Strategic Management, Entrepreneurship & Business Planning, Innovation and Entrepreneurship, Managing Corporate Turnaround, New venture creation in high-tech sector, Innovation capability and firm performance, etc.

FROM THE PRESS

- WHEN M Shanmugam came to IIM-Lucknow before, it was to visit his son, Manjunath, who graduated from the B-school in 2003. But today, he was at the institute to mourn his death as Manjunath's teachers and peers paid homage at a special function organised as part of IIM-L's annual function — Manifest.

Leading the tribute was IIM-L director Dr Devi Singh. "November 9 was a Black Day in the corporate history of India. We lost someone who could have made a great difference but unfortunately became a victim of the system," he said. "I will tell all my students to be like Manjunath. This is the only way to change the world and we should stick to it," he added.

[Excerpts from Indian Express (Express Newslines), Lucknow, January 22, 2006, pp. 01 [NC# 047]]

- JUSTICE YATINDRA Singh, judge of the Allahabad High Court, who created history by reinstating the Kalyan Singh government in February



1998, on Sunday called upon the JIM students to help in ‘court management’.

Justice Singh, who was heard with rapt attention by the students at the concluding ceremony of Manfest late on Sunday, said over the years the “judiciary” had been responsible for several positive things like judicial activism, judicial independence and taking up of PILs.

“But still court management is the need of the hour. Due to lack of it things like pending cases etc happen. There has to be greater cooperation between business schools and the judiciary,” he remarked.

[Excerpts from Hindustan Times Lucknow, January 23, 2006, pp.01&04 [NC# 056]]

- What prompted McDonalds to “Indianise” its famous burger? Has it become that important and essential for MNCs to adopt measures to fulfill local needs and preferences to be successful in a new market that has deep-rooted cultural habits.

This was one of the many aspects of conducting business internationally that were dealt in detail at the seminar organised by the United States Educational Foundation in India in association with the Indian Institute of Management-Lucknow on Monday.

The seminar titled “International Business Transactions: Legal and Cultural Implications” saw active participation from academia and experts. Prof DS Sengar of IIM-L spoke about the cultural changes that a business had to undergo when it entered a new country. He said: Business effects and gets affected by the culture of a society.

[Excerpts from The Pioneer (City Pioneer), Lucknow, January 31, 2006, pp.02 [NC# 064]]

- “MC DONALDS is known for hamburgers all over the world and India is the first country where the fast food giant has introduced vegetable burgers and has been successful,” said Prof Devashish Gupta at a workshop held at the Indian Institute of Management, Lucknow on Monday. The workshop organised by the United States Educational Foundation in India (USEFI) and Fulbright scholars on International Business Transactions: Legal and cultural implications’.

According to Prof D S Sengar, “The idea behind such a seminar is to get to know the needful information while ca flying out business with foreign countries. One should be acquainted with the laws and cultures of the country in which business is being done and vice versa. If business is



done according to a cultural value system, it benefits business transactions.

[Excerpts from Indian Express (Express Newslite), Lucknow, January 31, 2006, pp. 04 [NC# 067]]

- A COUNTRY emerging from war and ‘conflicts’ and seeking to put its cultural, legal and security systems back in place, often faces many difficulties.

With this in mind, IIM-Lucknow could well become part of a global consortium of institutes helping such nations update themselves with international law, human rights and place their legal processes back on rails.

The idea would be discussed at the annual general board meeting of International Legal Assistance Consortium (ILAC), US in March. “I am hopeful that it would soon become reality,” said Shelby Quast, director general of ILAC, while speaking to Hindustan Times on Tuesday

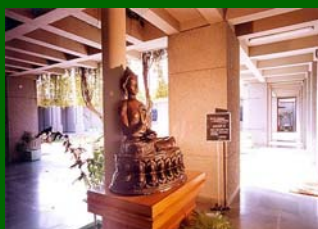
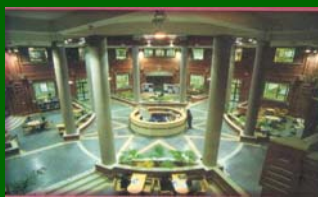
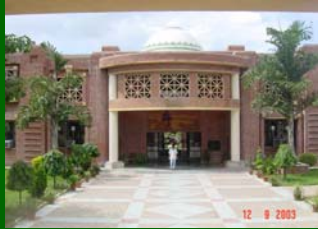
Quast and IIM-L’s chairman, legal management group, Professor Dharmendra Sengar had discussions on the issue after which the idea started taking shape. Quast, who as founding member of ILAC organising committee, led the efforts in building an international consortium to facilitate global efforts for judicial rehabilitation in post-conflict environments, said that she would also be discussing the issue with the Bar Association of India, which is on the board of ILAC.

Quast was at IIM-L to take classes in International Business Transactions— “practical legal course on international negotiations and business transactions”.

[Excerpts from Hindustan Times, Lucknow, February 01, 2006, pp.01 [NC# 069]]

- On the initiative of the Director General resettlement Ministry of Defence, Indian Institute of Management (IIM), Lucknow, is imparting a six months general management training to defence personnel of both Short Service Commission and others. The objective is to provide the participants with a basic understanding of the managerial systems and processes, that will enable defence officers to start their second career post-retirement. The training programme will provide inputs on accounting and finance, organizational behaviour et al.

[Excerpts from The Times of India (Education Times), New Delhi, February 13, 2006, pp.09]



- THE Indian Institute of Management (IIM) Lucknow has a new breed of alumni — retired officers from the armed forces who have undergone a 24-week programme.

The first batch that passed out last year has secured good placements in the corporate sector in areas such as telecom, finance and retail. The positions secured ranged from Deputy Manager-HR to Operations Manager. The highest salary stood at Rs 14 lakh per annum with the average being between Rs 5 lakh and Rs 6 lakh a year.

Called the General Management Programme (GMP), the course aims to familiarize students with the various management systems and processes. "The course provides the students contextual training of corporate affairs through case studies and various other methods," the Co-Programme Director, GMP, Prof. R. Srinivasan, told *Business Line*.

[Excerpts from *The Hindu Business Line*, New Delhi, February 18, 2006, pp.01]

- The Ministry of Defence in collaboration with IIM Lucknow inaugurated a six months' general management training course for defence officers, to inform them about the emerging business environment. This is to enable them to start a second career after they retire from service. The director general, Resettlement, provided the initiative for the programme.

[Excerpts from *Statesman*, New Delhi, February 20, 2006]

GYANODAYA- RECENT ARRIVALS

1. Smith, Keng and Hitt, Michael A. Ed. 2005. *Great Mind in Management*. New York: OUP: 600p.
2. Diamond, Ellen. 2006. *Fashion Retailing: A Multi Channel Approach*. 2nd ed. New Jersey: Pearson: 411p.
3. Dowbor, Ladislau. 2005. *The Broken Mosaic: For an Economics Beyond Equations*. London: Zed books: 163p.
4. Pretty, Juies. Ed. 2005. *The Earthscan Reader in Sustainable Agriculture*. London: Earthscan: 405p.
5. Mehard, Claude and Shirley, Mary M. 2005. *Handbook of New Institutional Economics*. Dordrecht: Springer: 884p.



6. Fill, Chris. 2006. *Marketing Communications: Engagements, Strategies and Practice*. 4th ed. Harlow: FT Prentice Hall: 911p.
7. Phansalkar, S. J. 2005. *Opportunities and Strategies for Indian Business*. New Delhi: Response: 231p.
8. Colombo, Emilio and Stanca, Luca. 2006. *Financial Market Imperfections and Corporate Decisions: Lesson from the Transition Process ...* New York: Physica-Verlag: 174p.
9. Blecker, Thorsten [et al.]. 2005. *Information and Management Systems for Product Customization*. New York: Springer: 269p.
10. Back, Andrea. [et al.] Eds. 2005. *Putting Knowledge Networks into Action: Methodology, Development, Maintenance*. New York: Springer: 195p.