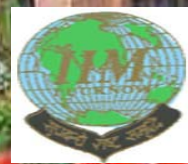


NEWSLETTER

Vol. XIV Nos. 12-13

July 2007



Indian Institute of Management,
Lucknow

AWARDS



Prof. Anjani Koomar, Human Resource Management Group, has been awarded with the “Best Global HR Faculty

Award” in the glittering Inaugural function on 22nd August’07 during the Amity Global HR Summit 2007. Prof. Anjani Koomar was given this award in the year 2006 too.

RESEARCH PUBLICATIONS

INTERNATIONAL PAPERS



Srivastava, S. K., 2007. Estimating COQ using PAF quality costing model in a pharmaceutical firm, *International Journal of Business & Economics*, Volume 6, Issue 1, 2007, pp. 7-16.

We determine Cost of Quality (COQ) at four select third-party contract manufacturing sites of a world leading research-based pharmaceutical company in India using Prevention-Appraisal-Failure (PAF) quality cost model. Data was collected using the Traditional Method, the Defect Document Method, the Time and Attendance Method and the Assessment Method through interviews with internal customers and check-sheets. Various quality cost elements were identified and categorised under prevention, appraisal, internal failures and external failures using a

well-defined decision flow process. We estimate quality costs in monetary terms as per PAF model and use the standard Define-Measure-Analyse-Improve-Check (DMAIC) approach. The paper has significant managerial and research implications for pharmaceutical as well as other industries. The same have been discussed towards the end. The paper demonstrates that with proper estimation of COQ, firms can focus efforts to improve business performance. Finally, we suggest directions for future research.



Ali, Jabir (2007) “Structural Changes in Food Consumption and Nutritional Intake from Livestock Products in India”, *South Asia Research*, Vol. 27, No. 2: pp 137-151.

Livestock as an important sub-sector of the Indian agricultural economy plays a multi-faceted role in providing livelihood support and food security especially to the country’s rural population. There is a growing market for livestock products in India and it is well-documented that consumption patterns have been undergoing significant changes towards high value commodities like fruits and vegetables, milk, meat and eggs. The article

analyses some significant recent structural changes in consumption of livestock products in India and examines their future scope in providing nutritional security. It is argued that despite significant reservations about meat consumption, livestock products have great potential to contribute significantly to the rural Indian economy and in providing better nutritional security for a still growing population.

BOOKS



Ronald H Ballou and Srivastava, S. K., 2007. *Business Logistics/ Supply Chain Management*, Fifth IE Edition (ISBN 81-317-0584-6), *Pearson Education*, 2007.

Business Logistics/ Supply Chain Management covers the planning, organizing and control of activities such as transportation, inventory maintenance, order processing, purchasing, warehousing, materials handling, packaging, customer service standards and product scheduling. The intention is to provide the students a flavour of logistics and supply chain management and help them solve actual problems. It provides all the basic decision-making tools and concepts used for calculating cost reduction and strategic opportunities.

Salient Features:

- Special emphasis on strategic planning

and decision-making

- A large number of contextual examples of logistics and supply-chain practices from Indian manufacturing and service industries
- Focus on integrated management of supply-chain activities
- LOGWARE software developed specifically for classroom and educational use
- The contents have been adapted to suit the requirements of the students of the Indian sub-continent

RESEARCH PAPERS



Dash Satyabhusan, Ed Bruning, Guin, Kalyan Ku (2007): *The Effects of Perceived Interdependence Structure on Relationship Quality : A Study of the Indian Corporate Customer-Bank Relationship*, *Prajnan- Journal of Social and Management Sciences*, Vol. XXXV1(1), April – June 2007, pp-47-62

Existing literature on channel management consistently argues that asymmetrical channel relationships, compared to those balanced in power, produces lower satisfaction, trust and commitment. This study examines the effect of perceived interdependence on relationship quality in a service industry, and business-to-

business buyer-seller relationship. Results of the study reveal that high mutual and symmetric total interdependence is a critical factor for achieving strong relationship quality. As interdependence asymmetry increases relationship quality decreases more for relatively powerful customers than relatively dependent customers.

CONFERENCE

PAPERS



M. Akbar 2007. *Why Do Entrepreneurial Firms Exist: A Theoretical Perspective From Emerging Markets?* Paper presented and is published in proceedings at the 7th Asian Academy of Management, held at Penang, Malaysia, during May 21-25, 2007

This theoretical paper tries to explain the existence of entrepreneurial firms from

Transaction cost economics (TCE) and entrepreneurial theoretical (ET) perspectives

and tries to integrate them with the institutional economic theoretical (IET) perspective in the context of emerging markets (EMs). It is argued the three perspectives offer a more holistic view than any one of them is capable of explaining the emergence of entrepreneurial firms. Secondly the paper adopts the more generic definition of the

entrepreneurial firm, in order to include the emerging market context. The paper evolves a theoretical model that can be easily operationalised into many research questions and variables. Besides, the paper also tries to build a typology of entrepreneurial firms into four categories, that includes omitted categories in the entrepreneurship literature.

M. Akbar, 2007. How Founder Managed Firms are Different From Professionally and Family-Managed Firms? Paper presented and is included in the proceedings of the AGBA Conference held at Penanag, Malaysia, during May 21-25, 2007. Prof. M. Akbar also chaired a joint session of the concurrently held conferences of AAM and AGBA on Marketing: special Issues on 22nd May 2007



The agency theory states that the founder managed firms face little agency problems and lower agency costs, but professionally managed firms are to be monitored and controlled to mitigate the impact of agency problems and attendant cost that could be very high. But corporate governance mechanisms and regulations can mitigate some of the agency problems.. We propose that in emerging markets majority firms are either founder managed or family managed. However, with liberalization the professionalized managers are preferred increasingly to manage for growth and survival. In a study of 157 firms in India , we identify three categories: the founder firms, professional firms and 'family firms'. We suggest that agency problems are two types:

the exogenous and endogenous. This classification is based on the gaps in literature in not distinguishing the types of agency problems. We have added endogenous agency problem classification as a new theoretical construct. We examined environmental context, firm characteristics, strategies, organizational practices and firm performance and concluded that family firms manage the agency problems of both types in short run well, but professional firm do better in long-term. The level of commitment is highest in founder firms who focus on revenue growth and they are younger, growth oriented, hi-tech, invest more in R&D, and are flexible organizationally. The limitations related to sampling and data collections are highlighted.

Nirjar, A. (2007), 'Policy Support for fostering Entrepreneurship in India: A Systematic Evaluation of Support Mechanism of three State Governments'. Paper presented at the 52nd International Council for Small Business (ICSB) World Conference, organised by Turku School of Economics, Turku, Finland, June 13-15 2007. The above paper was one of the 'Nominees for a Best Paper Award' from its Track on 'Public policy issues related to Entrepreneurship and SMEs'. Also Chaired the Track 'Consulting and Advising SMEs' at the conference.



This paper sets out to assess the policies of the government of India for fostering entrepreneurship with specific reference to the ease of entry and early growth. It analyses the new support measures adopted by three north India state governments namely Uttar Pradesh,

Rajasthan and Uttrakhand which earlier lagged behind in entrepreneurial activities and are now witness to enhanced entrepreneurial initiatives. These states have initiated one-stop shop concepts like the 'single window system' and 'single table system' for easing

the process of starting business. Through a combination of secondary information and semi-structured interviews with stakeholders, policy makers and entrepreneurs these initiatives are evaluated along with the incentives programme for new businesses. The study revealed that the states interventions were constructive and successful in two states,

while there was scope for further fine-tuning them to serve the entrepreneurs better. Incentives are essential to see entrepreneurial activities come through and should be continued. The policy makers seemed aware of issues faced by entrepreneurs but there is a significant amount of work that can be done to improve things further in partnership with the entrepreneurs and small business owners.

NEWSPAPER ARTICLE



Srivastava, S. K., 2007. *Consumers need quality power*, The Economic Times, New Delhi, May 10, 2007, pp. 14 and The Economic Times, Lucknow, May 10, 2007, pp. 12.

The Electricity Act, 2003 consolidated and replaced a number of older pieces of legislation that prevailed in the country till then and in the process led to a more flexible regulatory regime and stricter penal provisions for dishonest use of electricity. The recent introduction of a system of penalties for some of the most problematic areas for electricity consumers — outages, wrong billing and meter testing — by the Delhi Electricity Regulatory Commission (DERC) is another step in this direction. This system of penalties of up to Rs 200 per day (subject to pre-defined time-limits for various services) will provide some respite to harried power consumers. Such a system is being introduced for the first time in India. DERC has set a time-limit of 90 days for the distribution companies (discoms) to credit the dues to the consumers in their next bill of the two-month billing cycle.

... To explore the issue of delivering premium quality electricity in a scientific manner, a questionnaire survey was conducted over a period of three months in mid-2006 in which we collected data from 181 stakeholders in coastal

Andhra Pradesh and Kerala. It covered opinion leaders and policy makers as well as industrial, commercial, domestic and agricultural consumers. The survey reveals that consumers are willing to pay higher rates for higher quality electricity, if quality is assured (82.2% in Andhra and 86.6% in Kerala). The myth that non-agricultural consumers will willingly pay higher rates for higher quality but not the agricultural consumers is refuted by the survey results. It clearly comes out from the survey that the agricultural consumers prefer quality supply (even at a premium) over cheap supply. This is despite the fact that presently they are subsidised. So, we find that whereas elite Indians feel that farmers need cheap electricity, farmers themselves say that they need quality electricity. This is a big revelation.

Hence, the possibility of giving a choice to the consumers for differentiated premium service needs to be explored further. The technical feasibility is not an issue, what need to be explored is the commercial feasibility and the mind-set of the policy makers and discoms.



Devashish Das Gupta (2007) *Speciality Shop Retailing – How To Run Your Own Store* Author: Carol L Schroeder. John Wiley & Sons, Inc, Accepted for publication in *Metamorphosis- the journal of IIM Lucknow* : Volume 6 Issue 1

This book covers all important aspects which an individual must know while opening as speciality store. Thereon, vital issues in managing such a store have been discussed.

CONSULTING TRAINING



Devashish Das Gupta (2007) conducted a two day training programme for senior marketing executives (15-20 years experience) of Indo Gulf Fertilisers Ltd on April 13 and 14, 2007 at Hotel Gemini Continental, Lucknow. The programme focus was Marketing of Agri input products in the rural markets. Around 22 participants attended the programme

Devashish Das Gupta (2007) also conducted a two day training programme for senior-most marketing managers (20-30 years experience) of Indo Gulf Fertilisers Ltd on April 16 and 17, 2007 at Hotel Gemini Continental, Lucknow. The programme focus was Marketing of Agri input products in the rural markets and refocusing of company's marketing strategy. Around 24 participants attended the programme. Programme was highly appreciated by the participants.

LECTURES/KEYNOTES ADRESSES DELIVERED



Devashish Das Gupta (2007) delivered the keynote address in the national seminar titled "Organised Retailing in India-Issues and Concerns" at Lucknow University on March 29, 2007. 12 universities from different parts of the country participated in the seminar.

Mr Shantanu Ganguly (2007) was invited by the Department of Library and Information Science, D D U Gorakhpur University, Gorakhpur as resource person for their Refresher Course in Library and Information Science from 24 to 25 July, 2007. He delivered lectures on "Librarians in Knowledge Management Age" and "Digitizing Collections: A Strategic issue for Information Managers".



Mustahsan Usmani Raja (2007), Deputy Librarian have been invited by DDU, Gorakhpur University as a resource person for their UGC-Academic Staff College Refresher Course in Library Science. There he had delivered three lectures during 19-21, July 2007, to the participants as follows.



1. Building IT and Presentation Skills: The presentation was designed to aim at a basic level of appreciation programme for the participants. After completing it, the incumbent was expected to use the computer for basic purposes of preparing his personnel/business letters, sending mails, preparing his business presentations, viewing information on internet (the web), etc.
2. Information Communication And Technology: Library Applications: Participants were apprised how ICT are helping librarian to perform their day-to-day housekeeping and routine operations and how best they can take advantage of ICT in libraries to provide better services to its users.

3. E-Information Disseminations: Enabling technologies have led to the transformation of library services from traditional services to new services and delivery mechanism.

Innovation of new services those are peculiar to the online or web environment in trend in modern electronic libraries. Libraries continue to harness new technologies to offer services in innovative ways to meet the changing needs of their patrons such as Faculty, Students, and Researchers.



M. Akbar (2007) Invited session on “ Building Theories through Case Research” for the Doctoral Colloquium held on 22nd May, 2007 at USM , Penanag , Malaysia, and was included in the proceedings of colloquium.

The paper reviews the literature on theory building and Case research methodology in a broad context of qualitative research, and suggests the method of building new and valid & reliable theories based on case research and to defend them through triangulation. It also highlights the risks and rewards of using Case research for building theories.

Prof. M. Akbar also delivered invited sessions on Transaction Cost economics (March13,2007), Multivariate Analysis (June 14, 2007) at USM Penanag and on Case research at the IIU, Kuala Lumpur on 22nd June 2007, Malaysia.

ACADEMIS ASSIGNMENTS



Prof. M. Akbar had also been appointed official reviewer and reviewed Seven papers from three tracks on Entrepreneurship, Organizational Behavior/ Strategy and Economics Tracks for the 7th AAM Conference held at Penang Malaysia, May 21-27

APPOINTMENTS



Dr. Ajay K. Garg has joined the Institute as Assistant Professor w.e.f. July 2, 2007 in the Finance & Accounting Area.

Dr Ajay K Garg has obtained his Doctoral degree from IIM Bangalore and MBA from UBS, Panjab University, Chandigarh. He has professional experience of 14 years. Before joining the Institute, he had been working as

Reader, University Business School, Panjab University, Chandigarh. He has published articles in referred national and international journals and has national and international conference presentations to his credit. His area of interest in teaching and research includes Corporate Finance, Financial Accounting, Valuation, Mergers, Acquisitions and Corporate Restructuring.

PRESS CLIPPINGS

Venkat, Vani (Copy Editor- (Opinion Page). The Hindu (New Delhi), July 24, METAMORPHOSIS) Madam President. 2007.

MANAGEMENT DEVELOPMENT PROGRAMMES



S.No.	MDP No.	Programme Title	Programme Director(s)	Duration	Venue
1	10807	Managing People at Work: Strategies for Tomorrow	Prof. Pankaj Kumar & Prof Ajay Singh	July 9-11, 2007	
2	10907	Corporate Environmental Management and Carbon Markets	Prof. Sushil Kumar (AMC)	July 9-11, 2007	
3	11007	Finance for Non-Finance Executives	Prof. A Vinay Kumar	July 9-13, 2007	
4	11107	Strategic Business Negotiations	Prof Anjani Koomar	July 17-21, 2007	
5	11207	Leveraging Customer Information to Strengthen Loyalty Programmes	Prof. Jitendra K Das	July 18-20, 2007	New Delhi
6	11307	Developing Performance Management & Counselling Skills for Corporate Excellence	Prof. Pankaj Kumar & Prof Ajay Singh	July 23-25, 2007	New Delhi
7	11407	Decision Making Techniques for Managers	Prof. Sushil Kumar (OP.)	July 25-27, 2007	
8	11305	National Knowledge Commission School Education	Workshop	August 3-4, 2007	
9	11607	Strategic Marketing of Technology Oriented Products and Services	Prof. Saji K B Nair	August 3-5, 2007	New Delhi
10	30307	International Conference on Agribusiness and Food Industry in Developing Countries: Opportunities and Challenges	Prof. Sushil Kumar (AMC)	August 9-12, 2007	
11	11707	Understanding Self for Managerial Excellence	Prof Pankaj Kumar	August 19-21, 2007	
12	11507	Essential Financial Derivatives and Risk Management	Prof. A Vinay Kumar	August 1-3, 2007	
13	20607	Advanced Management Programme for RBI Executives	Prof. Archana Shukla & Prof. Neerja Pande	August 20 - September 1, 2007	IIM L, Malaysia & Singapore
14	11807	Training Methods and Skills	Prof. Punam Sahgal	August 27-29, 2007	New Delhi
15	11907	Data Analysis for Marketing Decisions	Prof. Satyabhusan Dash	August 27-31, 2007	

FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES

1	12007	Advanced Management Programme in Banking and Finance	Prof. Prakash Singh	September 10-12, 2007	
2	20107	Good Governance and Role of Police		September 10-15, 2007	
3	12107	Marketing: The Winning Concepts and Practices	Prof. Jitendra K Das	September 17-21, 2007	New Delhi
4	12307	Building Organizational Culture for Performance	Prof. Pankaj Kumar	September 20-22, 2007	
5	12407	Corporate Communication & Media Relations	Prof. Neerja Pande	September 24-26, 2007	New Delhi
6	12507	Personal Growth through Emotional Intelligence	Prof. Shailendra Singh	September 24-26, 2007	
7	12607	Strategies for Professional Development: Confluence for Women Managers	Prof. Punam Sahgal	October 3-5, 2007	New Delhi
8	12707	Team Building	Prof. Archana Shukla	October 8-12, 2007	
9	12807	Agribusiness Supply Chain Management	Prof. Jabir Ali & Prof. M K Awasthi	October 11-13, 2007	
10	12907	Advanced Financial Management	Prof. Manoj Anand	October 24-26, 2007	New Delhi
11	13007	Effective Communication for Managerial Success	Prof. Neerja Pande	October 29-31, 2007	New Delhi
12	30107	Concurrent Monitoring and Evaluation of Schemes - Responsibilities of the Implementing Officers for IFS Officers	Prof. Sushil Kumar (AMC)	October 30-31, 2007	

FROM THE PRESS

The Indian Institute of Management, Lucknow is all set to roll out its global MBA Program from April 2008. The B-schools at present is focusing on bringing up its faculty strength from 56 to 65 members and the induction for the same is on.

According to IIM –L sources, the curriculum of the new program is ready, says Y.K. Agarwal, dean of Academic Affairs, IIM-L. “This is still a proposal but when approved, it will be a one year residential programme. Apart from the entrance test, Candidates will be required to have a minimum of six year work experience.” The global MBA Programme will be offered in collaboration with foreign universities, and students will spend around 10 weeks at these international campuses.

[Excerpts from *The Education times*, Monday July 2, 2007]

For Net4Nuts’ Chirag Patel, the CEO or chief nut as he is known within his company, the only

concern is not coming up with innovative products, but to keep happy those behind them. For a less-than-Rs 5-crore company which is growing at 50-60% a year, he is grappling with how to manage his people resources - the key for an IT services firm like his. As part-time help for managing HR was not all he wanted to address employee concerns. And, so the solution: A dedicated team to look after his people. He hired a full-time HR person 15 months back. It’s a vicious circle for them. Riding on huge growth, the SME sector is now caught in the dilemma to align its people practices with organisational goals.

...”At the starting-up phase in a company, people are more involved, deciding on everything right from fixing the computer to deciding the growth strategy. While in the evolving stage, you need to put in place processes and identify people to take care of these. It’s a journey from people to process

organisation,” says Mr Patel. That’s finding ground with most companies in the SME space. They are now putting in place HR policies covering every aspect of people issues, retention strategies, performance management systems and career planning policies, among others. This has become imperative to sustain the progress they have made till now.

...”Businesses are trying to scale up and get professional. This has resulted in the need for quality training,”explains Jitendra K Das, Dean, IIM-Lucknow (Noida campus). Das regularly gets inquiries from small companies for training employees via short-term courses.

[Excerpts from *The Economic times*, New Delhi, July 2, 2007]

Approach IIM-L for management courses in U.P. From corporate houses, political parties to planning commission, the B-Schools are now keen to learn how policy making apparatus work in a supposedly tardy, red-taped government.

While IIM-Ahmedabad created history of sorts by sending 27-year old chepurishra Krishna, a first year student, for internship with the CPI (M) in April last, IIM- Lucknow sent two of its student’s foe summer study with the planning commission. The internees, Vivek Bhogal and Akash Sinha, spent two months between April and June with the commission to learn how plans are formulated and decisions are taken. While Bhogal worked with the commission on Infrastructure, Sinha opted for the 11th five year plan. As part of its “Corporate social responsibility”, the IIM-L has began a programme to impart management techniques to principals of primary schools across UP. “The programme has been a success and the IIML has received request from the Navodya Vindyalaya, to conduct workshops for its 500-odd schools across the country”. Sushil Kumar, head of IIM-L agri business management programme and and coordinator of the workshop, told *DNA*.

[Excerpts from *DNA*, Mumbai, July 3, 2007]

‘Business Ethics’ at IIM-Lucknow. In order to inculcate ethical business practices and sound value systems in its new batch of students, IIML took initiative of inviting Swami Muktinathananda, a monk of high stature, to inaugurate the new batch (23rd batch) of Post-graduate program in management (PGPM) students. Swami Muktinathanada, president of Ramakrishna Math and Secretary of Ramakrishna Mission Sevashram, delivered a lecture on business ethics and value system during the induction of the new batch of the PGPM (2007-09) last week at IIM L and was well received by students.

[Excerpts from *ET Power*, New Delhi July 3, 2007]

IIM-Lucknow comes closer to capital, opens new campus at Noida. The Indian Institute Of management, Lucknow’s Noida Campus begun its new session in its new building in sector-62 here on Thursday. Welcoming new students, Dean of the centre J.K Das said, “This Campus will be a nodal centre for post-experience management education, research, consulting and corporate training”. Our Faculty and World Class Infrastructure will attract several leading international players to tie up with us. We have to make full use of that,” Dr Devi Singh, Director, IIM-Lucknow, said. IIM-Lucknow is the first IIM in the country to start an additional campus. The Noida campus has been developed as a centre of excellence in the area of executive education and as a different value addition experience for the executive participants. IIML-Noida campus runs a three-year post-graduate programme for Working Managers. The programme had been operating from a rented facility in Sector-16 till now. With Thursday’s inauguration, classes for the new batch began at the campus and students from the previous two batches will also be shifted to the new campus. The construction work at the campus, however, is still on. Only few classes can be held at present and only one of the blocks has been developed fully so far. The campus, spreading over 20 acres, has a well-equipped

library, a modern computer centre, an automated programme office, class room block, furnished hostels with single-seated bachelor accommodation, a large students' mess furnished with modern kitchen equipment, a medical centre and a guest house. The campus is expected to be totally ready by next year and next session will see newer courses introduced at the campus.

[Excerpts from *Indian Express*, New Delhi July 6, 2007]

Neighbourhood store is revenue model for IIM soccer idea. From a small city club run by a fan in vadodra to standing tall for India at an international soccer festival in Australia this week, it would seem that providence FC simply has that name, and sheer grit, to thank for. But actually it's a success story that has been built on astute, "self-sufficient" business model designed by IIM- Lucknow graduate- one that saw the club build up its 'playing capital' to grow from a domestic oddity to enter the Kanga cup in Canberra on an Asian fellowship. It's the only store to openly display the purchase price of products and the profit margin that the store hopes to gain from the sale of each item.-rice, dal, tomato ketchup, detergent powder and everything else in between. The IIM graduate who has fashioned the business model is Sadanandan's son Satyajit .

[Excerpts from *Indian Express*, Chandigarh, July 8, 2007]

IIM-L to host conference on agri business. Indian Institute of Management, Lucknow (IIML)'s Agriculture Management Centre (AMC) will host an International Conference on Agri-Business and Food Industry in Developing Countries.

Opportunities and Challenges in August. The conference will explore various opportunities for agri-business and food industry in developing countries in the globalised economic environment and identify challenges likely to be faced. It will also attempt to look into promising institutional mechanisms and innovative

business models for reinforcing agri-business and food industry in developing countries.

[Excerpts from *The Economics Times*, Mumbai, July 15, 2007]

GREEN route to a greener business. Indian Institute of Management (IIM-L) has introduced a course in Corporate Environment Management and Carbon Markets. The program promises to provide students an understanding of the changing relationship between business and environmental management and make them aware of the strategies being adopted by business houses throughout the world. The course which is designed for the middle and senior-level managers and professionals in the corporate rate and non-corporate sector, also focuses on how businesses can move beyond an approach. Prof. Sushil Kumar, who heads the programme on Carbon Markets at IIM-Lucknow, answers queries on the management programme.

- Is Corporate Environmental Management and Carbon Markets a specialized course in MBA or is it a short-term programme for middle and senior-level executives?
- In the present form, this management development programme is for middle and senior-level executives, which is compressed version of an elective course for the MBA programme.

[Excerpts from *The New Indian Express*, Chennai, July 20, 2007]

STUDENT CORNER. Teginder Kaleka, Class of 2009, IIM-Lucknow. - B-schools are producing leaders of tomorrow. While in-depth knowledge of one's area is a pre-requisite for doing well in professional life, mental and physical health are also equally, if not more, important. A leader, in the modern day needs to have a well rounded personality. Sports help in building character and developing personality, transforming

individuals into team players. Sporting experience of students can be helpful in professional networking in later life as well. Recreational facilities such as sports court assume paramount importance, therefore, in residential B-school campuses.

[Excerpts from *business Standards*, New Delhi, July 25, 2007]

Devashish Das Gupta, the head of marketing faculty at Indian Institute of Management, Lucknow has just completed a study on 'Senior citizens as shoppers' between December 2006 and June 2007. It says "Despite its impressive size, the 'elderly' market has received relatively little attention from marketers. Most marketers have long assumed that this market was not responsive or large enough to justify special attention. No specific products have been developed for the market with the exceptions of health products or products associated only with the elderly". The study quotes projections by India stat and Census 2001 to show that India's 60 plus people will be 113 million by 2016 and make up 9 percent of the population. It adds that 50-69 segment is the most attractive among the elderly for marketers. The Das Gupta study adds the immense scope lies in catering to the elderly in "daily needs products, grooming, hobby, excursion and other services, security, clothing, entertainment and housing".

[Excerpts from *Hindustan Times*, New Delhi July 27, 2007]

Global meet to discuss agribusiness challenges. The three-day meet, beginning 10 August has been organized by the Indian Institute of Management, Lucknow, (IIM L) in association with the universities of Tennessee and South Carolina. The meet has been funded by the US Department of agriculture and will have the German development co-operation, GTZ, as the lead sponsor, conference coordinator Sushil Kumar said. The meeting takes place at a time when multinational food and agribusiness companies, and organized

retail are looking to developing countries, especially India, where processing accounts for just 2%, despite large production of fruits and vegetables.

Kumar said rules and regulation governing agriculture and food are coming in the way of harnessing the full potential of the sector. He cited the example of the Agriculture Product Marketing Committee (APMC) Act, which, in many states does not allow the private sector to procure food grain directly from farmers. Since the Indian farming system is still largely unorganized, there are issues in developing an efficient supply chain management too. There is also the need to develop appropriate institutional mechanisms for new and evolving concepts, such as organic farming, contract farming, rural retailing, bio fuel, microfinance and agriculture risk management, Kumar said.

The agriculture management centre (AMC) of IIML, through the conference, proposes to provide this platform.

[Excerpts from

GYANODAYA RECENT ARRIVALS

1. Catlett, Lowel B. Risk management for agriculture / Lowell B Catlett and James D Libbin.-- Australia: Thomson Delmar Learning, 2007. 207 p
2. Communicating globally: intercultural communication and international business / Wallace V Schmidt ...[et.al.]-- Los Angeles: Sage, 2000. 319 p.
3. Bhagwati, Jagdish. In defense of globalization.-- New Delhi: Oxford, 2005. 308 p
4. Working knowledge: how organizations manage what they know / Thomas H Davenport and Laurence Prusak.-- Boston: Harvard Business School, 2000. 197 p.
5. Handbook on the economics of discrimination / edited by William M Rodgers III.-- Cheltenham: Edward Elgar, 2006. 304 p.
6. A Company of leaders / G M Spreitzer and Robert E Quinn.--San Francisco: Wiley India, 2006. 198 p.
7. E-business and E-commerce management: strategy, implementation and practice / Dave Chaffey.--2nd ed-- Harlow: Prentice-Hall, 2004. 589 p.
8. Advanced fuzzy logic technologies in industrial applications / Ying Bai, Hanqi Zhuang and Dali Wang.-- London: Springer, 2006. 334 p.
9. The 2007 Pfeiffer annual: consulting / edited by Elaine Biech.-- San Francisco: Pfeiffer, 2007. 291 p:1 CD.
10. Empowerment of the weaker sections in India: interface of the civil society organizations and professional social work institutions / edited by R B S Verma, H S Verma and Raj Kumar Singh.--New Delhi: Serials, 2006. 358 p.
11. The future of telecommunications industries / edited by Arnold Picot.-- Berlin: Springer, 2006. 190 p.

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