



IIML NEWSLETTER

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RESEARCH PUBLICATIONS

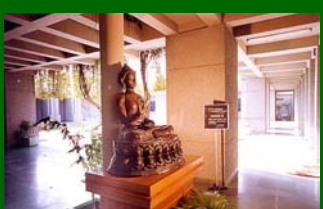
INTERNATIONAL COLUMN

Jain, Arun Kumar. 2006. *The Elephant Dances: India Emerges.* *Harvard Business Review (Japanese edition)*, May 2006.

This article argues that India – traditionally acknowledged as the sleeping elephant – is now widely awake and dancing. As it performs more in coming years in global markets, its finesse and poise will only improve. The article highlights some of the strategic choices and issues faced by Indian firms and MNCs while doing business in and from India. It also shows the way to approach the issues and markets. The emphasis is to showcase the opportunities and challenges that India offers in a globalized economy. Among the issues highlighted are:

- Examples of Indian companies actively establishing operations overseas;
- Leading Indian companies that are aggressively becoming global competitors and active strategies adopted by them;
- Frameworks to understand complex phenomena particularly related to common critical success factors for corporate excellence in India;
- Common issues faced by companies in India;
- Transformational approaches with regard to change in mindsets.

The article systematically - through appropriate theoretical constructs and frameworks - shows the inter-relationships of various forces at play that are powering the Indian economic surge. It provides *an aid to strategic thinking* for global business leaders on understanding how India is creating competitive challenges for other nations (and firms) and how to leverage the collaborative opportunities therein.



IIML community would recall that Professor Jain’s research on *Corporate Excellence* was earlier prominently featured by HBR in its July-August 2005 issue as one of the ten major works on Excellence Management research. (cf. article “*Toward a Theory of High Performance*, Julia Kirby). He is perhaps the first professor in India to publish and feature in the HBR).

Kumar, Sushil and Kant, Shashi. 2006. *Organizational Resistance to Participatory Approaches in Public Agencies: An Analysis of Forest Department’s Resistance to Community-Based Forest Management.* *International Public Management Journal* 9(2): 141-173.

The organizational resistance of public agencies to participatory approaches is analyzed by means of a case study involving the implementation of community-based forest management (CBFM) in India. Both exogenous and endogenous causes of resistance are identified, and a theoretical model proposed. The model consists of two dimensions of resistance to change (structural resistance and cultural resistance) and three categories of causal factors (organizational, personal and environmental factors). The model is empirically tested using the perceptions of senior and middle management level members of the state Forest Departments (FDs) of four states in India, collected through a questionnaire survey. The empirical findings are used to suggest strengthening of public management theories on four aspects: the distinction between structural and cultural resistance; inclusion of extra-organizational processes; the distinction between individual and organizational learning; and the need to differentiate between the impacts of the legislative and executive wings on public agencies’ organizational resistance. The results are used to suggest some specific measures to deal with the organizational inertia in public agencies.

BOOK

Singh, Prakash and Raman, Minakshi. 2006. *Business Communication.* New Delhi: Oxford University Press: 596p.

Business Communication is divided into four parts. Part One, Introduction, as its name implies, introduces to the readers the nature and scope of business communication. It describes the three major roles played by a manager and illustrates the process, function and the network of communication in business along with the factors responsible for miscommunication.

Keeping in mind the paramount importance of the spoken word in business functions, Part Two, Effective Oral Communication includes six chapters: nonverbal communication (chapter 2), effective listening (chapter 3), business presentations and public speaking (chapter 4), conversations (chapter 5), instructions (chapter 6) and interviews (chapter



7). As actions do speak louder than words, every business communicator needs to understand the nuances of body language and voice that are explicated in chapter 2. The significance and characteristics of one of the most important and basic skills that will have terrific payoffs in the business world – listening, is analysed in chapter 3. Delivering business presentations and speeches is the subject matter of chapter 4. Conversation, the magic key to success in professions is deliberated upon in the next chapter, which is chapter 5. It throws light on the important aspects of business conversations such as, the essentials, various stages and strategies pertaining to successful business conversations. Chapter 6 discusses instructions, a form of communication that is routine but of great consequence in businesses. Interviews, the topic of chapter 7 brings to light all the aspects involved not only in conducting an interview but also in appearing in interviews. Factors that lead to the success or failure in various types of interviews also find a place in the discussion.

Sahgal, Punam, Chanana, Karuna and Indiresan, Jaya. 2006. *Inclusion and Exclusion: A Study of Women and Men in Police*. Hyderabad: ICAFI University Press: 179p.

This book is at the confluence of research on gender and organizational functioning. It highlights the work experience of women in a male dominated organisation, the Delhi Police. Many years after the process of inducting women, a crucial issue is whether legislative and recruitment-related changes are able to dispel long-held biases and stereotypes. Is the entry of women still at the cosmetic level or are women integrated in the mainstream? An in-depth understanding of the challenges women face in the context of the work environment and organizational structure have been dealt with. Although police women are expected to perform similar tasks to those of men in police, the findings portray significant gender differences in terms of negative attitudes of male counterparts and decision makers that impacts deployment of duties and growth opportunities for women. The study takes a holistic view of the police department by including both women and men and is a pioneering effort in bringing home the ground realities to readers. From a sample of 478 police personnel, it compares their social background, motivations, career needs, perceived work experiences and organisational role stress. The book fills the gap in knowledge and experiences relating to the inclusion of women into traditionally male domains and hopes to trigger the much-needed changes in organizational policies and practices.



Thompson, Arthur A., Strickland III, A.I., Gamble, John E. and **Jain, Arun Kumar**. 2006. *Crafting and Executing Strategy: The Quest for Competitive Advantage*. 14th ed. New Delhi: Tata McGraw Hill: 816 p.

The textbook is well-known for its coverage of all major concepts and frameworks of strategy, presented in a flowing manner and with current examples. The new 14th edition (earlier titled *Strategic Management – concepts and cases*), has been completely redone. Chapters focus on the crafting and innovative process of strategy formation and execution. Also included is a fresh chapter on *Strategy, Ethics, and Social Responsibility* given the importance of the subject in any modern strategy curricula.

The book strikes a balance between:

- The global and the local business environments;
- Cases from companies from emerging and developed economies;
- Large firms and smaller entrepreneurial firms
- ‘New’ and ‘old’ economy firms.

The 812 page book shows how to tailor growth strategies for different business environments including emerging, turbulent, mature, fragmented, and declining.

PAPERS

Karmakar, M. 2005. An Evaluation of Volatility Forecasting Techniques. *Metamorphosis: A Journal of Management Research* 4(2): 113-124.

The existing literature contains conflicting evidence regarding the relative quality of stock market volatility forecasts. This paper employs daily Indian data to examine the relative ability of various models to forecasts monthly stock market volatility. The forecasting models which were selected range from naive model to relatively complex GARCH model. While it is difficult to claim superiority of any one model under all measures used to assess the accuracy of the forecast, the overall results clearly identify two competing models i.e., the RWM and GARCG (1, 1).

Karmakar, M. 2006. Stock Market Volatility in the Long Run: 1961-2005. *Economic and Political Weekly* XLI(18): 1796-1802.

The study measures volatility of daily stock return in Indian stock market for a period of nearly 45 years from 1961 to 2005. We have analysed volatility using the combined data set of the Economic Times Index and the S&P CNX Nifty together. The return series observed volatility clustering where tranquil periods of small returns are interspersed with



volatility periods of large returns. The GARCH (1, 1) model is estimated and the result reports evidence of time varying volatility. The TARCH (1,1) model is also used to test the asymmetric volatility effect and the result suggests the asymmetry in volatility. The conditional volatility for the combined return series shows a clear evidence of volatility shifting over the period. The highest volatility period is observed around in the year 1992. Although the high price movement started in response to strong economic fundamentals, the real cause for abrupt movement was the imperfection of the market.

Karmakar, M. 2006. Time Varying Volatility and Leverage Effect in Financial Markets of Asia Pacific Countries. *The ICFAI Journal of Applied Finance* 12(6): 19-29.

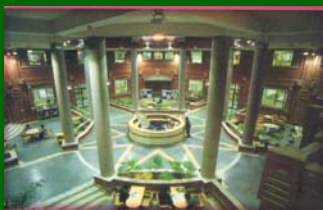
The study investigates the dynamic behaviour of stock returns of ten market indices of Asia Pacific countries using symmetric GARCH and Asymmetric TARCH models for a period of 11 years from July 1994 to June 2005. The study finds an evidence of time varying volatility which exhibits clustering, high persistence and predictability for almost all the countries included in the sample. In agreement with other studies, we find the presence of leverage effect for all markets where the conditional variance is an asymmetric function of past innovation, raising proportionately more during market declines. The findings are useful to all market participants for pricing derivatives and designing dynamic hedging strategies.

Shukla, Archana and Srinivasan, R. 2006. Blondie - Design of a KM Architecture in an Educational Institution. *Journal of Knowledge Management Practice* 7(2). (The article is available on the internet at <http://www.tlainc.com/articl113.htm>).

Blondie is the student portal at the Indian Institute of Management Lucknow, available at the IIML Intranet. It was to offer content to meet the requirements of various user groups – students (PGP1 and PGP2), and faculty. The major selling point of Blondie in the initial days was its positioning as a one-stop shop for all student needs. The case described here highlights the design and architecture of the KM platform for the student community (in a premier Business School of India), and focuses on its marketing efforts – attracting new users, retaining logged in users, and promoting revisits.

Singh, Prakash. EVA in Indian Banking: Better Information Content, More Shareholders Value. Accepted for Publication in the forthcoming issue of *Bank Quest: Journal of Indian Institute of Banking & Finance (IIBF)*.

The Indian banking sector is currently in a transition phase. The sector, which was considered dry in the last several years, has caught the investor fancy in expectations of changing regulations and improving business



conditions due to opening up of the economy. This paradigm shift in the Indian banking sector can be seen in terms of two dimensions: One relates to operational aspect especially performance and risk-management system and the second dimension relates to structural and external environment or exogenous aspects.

With the help of EVA (Economic Value Added) and MVA (Market Value Added) which tell what the institution is doing with investor's hard earned money, the study examines an appropriate way of evaluating bank's performance and also finds out which Indian banks have been able to create (or destroy) shareholders wealth since 1998-1999 to 2002-2003. Literally, EVA is the quantum of economic value (or profits) generated by a company in excess of its Cost of Capital (COC). Mathematically, it is the difference between the Net Operating Profits after Taxes (NOPAT) and the capital charge; or, the product of the capital employed and the difference between the Return On Capital Employed (ROCE) and the COC.

This study helps us to dig below the surface numbers to tell us more about the underlying business and whether there is a prima facie case for using EVA as one of the range of performance measurement tools. The overriding message of this study is that banks must always strive to maximize shareholders value without which their stocks can never be fancied by the market.

PRESENTATION

Kumar, Sushil. 2006. Opportunities for Market Enhancement of Processed Food Products. Presentation in a seminar on 'Strengthening of U.P. Food Processing and Marketing Facilities', organized by UPDC and Department of Food Processing, Government of UP, held at Lucknow during July 28-29.

EDITORIAL ASSIGNMENTS

Prof. Saji K.B. has, on an invitation joined the editorial review board of the *Journal of Marketing Theory and Practice (JMTP)*.

Prof. Saji K.B. served in the programme committee and on the editorial review board of the conference proceedings of the 2006 Academy of International Business (AIB) annual meeting held at Beijing, China, during July 23-26, 2006. He worked with Dr. Chris White, Michigan State University, USA for the track 'Marketing and Supply-Chain'.



MEMBERSHIPS

Prof. M. Akbar has accepted the invitation from Hindustan Institute of Management & Computer Studies, Mathura, to be on the advisory council member to advice on the various facets of the education in the areas of medicine, computers and management.

Prof. Punam Sahgal has accepted the invitation to be a member of the Academic Board of Pearl Academy of Fashion, New Delhi.

VISIT ABROAD

Under the sponsorship of Natural Science and Engineering Research Council of Canada, **Prof. B. K. Mohanty** visited Department of Mathematics and Computer Science, Laurentian University, Sudbury, ON, Canada, for his research work on “Fuzzy Logic Applications in e-Commerce”, during May 17 - June 17, 2006, as a Visiting Faculty.

METAMORPHOSIS: A Journal of Management Research

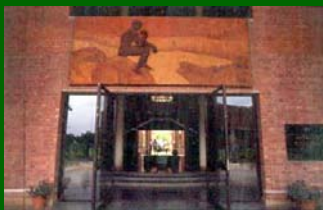
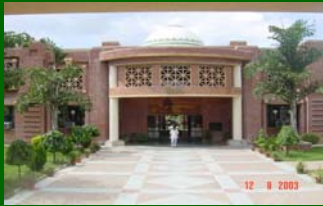
Volume 4 Number 1, 2005	
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An IIM Lucknow Publication	

Second issue (2005) of Volume 4 of the Institute Journal entitled ‘*Metamorphosis: A Journal of Management Research*’ was released.

The current issue is an eclectic blend of researches and perspectives in the discipline of management. The issue chiefly talks about challenges faced in the current globalized environment, especially in the wake of trade liberalization and increasing market competition. It addresses volatility as

a significant tool in helping understand market dynamics and talks about how innovation influences competitiveness and its translation in the context of subjective character of individuals to augment organizational performance. Structures and processes, as tools of competitive advantage have also been discussed.

The issue is organized into four sections:



(A) **ARTICLES:** Two papers have been published in this section.

An Empirical Investigation of The Role of Animosity and Affinity in Attitude Towards Foreign Goods

Anupam Bawa

This research paper validates the animosity model of consumer purchase behaviour, extends the model by examining the roles of affinity and animosity in affecting attitudes towards foreign goods and determines the relations of animosity and affinity with select demographic variables. Using ANOVA and Structural Equation Modeling, hypotheses have been tested and affinity emerges as a stronger construct than animosity.

An Evaluation of Volatility Forecasting Techniques

Madhusudan Karmakar

This paper uses daily Indian data to examine the relative ability of various models to forecast monthly stock market volatility. Two methods have been used to evaluate the performance of volatility forecasting techniques- four traditional and two asymmetric error statistics in the primary method and a regression based efficiency test in the secondary method.

(B) **DISCUSSION FORUM:**

Inevitability of Innovation in India

Abhishek Breja and Monu Kurien Mathew

The write-up extends a point of view on what drives innovation and assesses India's current potential for innovation. The write-up also proposes a mix of short and long-term initiatives that need to be taken care of by relevant stakeholders to ensure that the country can capitalize on this opportunity and join the league of the most innovative countries.

Corporate Values, Personal Values, Cultural Congruence and Ethics: A Critical Exploration

Debangshu Chakraborty and S.K. Chakraborty

This paper attempts to explore critically, some differences between corporate values and personal values, as indicated by the values statements of a few well-known companies, both in the West and in the East. The paper also suggests that competence in professional skills alone is unable to check the force of 'dis-value' personal emotions. It proposes that performance effectiveness and moral excellence of organizations, both for themselves and in relation to social well-being, depends in large measure upon the nature of personal values emphasized by them.



(C) MANAGEMENT CASE:

Supply Chain Planning in a Process Industry in India: A Case Study
N. Ravichandran

This case study documents the experience of using formal methods and modelling techniques in planning the components of supply chain in the context of a process industry unit located in western India. More specifically, details related to formal methods which will enable the management to improve efficiency related to raw material sourcing, materials planning, facilities planning and inventory management of package material are presented.

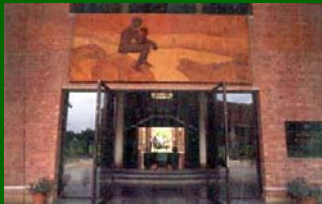
(D) BOOK REVIEW:

Understanding Organizational Behaviour
Shailendra Singh

The book titled ‘**Understanding Organizational Behaviour**’ has been reviewed. The reviewer also talks about process orientation as a unique feature of the book and how the book fulfils its objective of ‘**a long awaited need for a comprehensive book on OB from developing world perspective in general, and from the Indian perspective in particular.**’

MANAGEMENT DEVELOPMENT PROGRAMMES

Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Legal Awareness Youth Participation in Environment Compliance and Enforcement	Prof. D S Sengar & Prof. Roshan Lal Raina	Lucknow June 30-July 02, 2006
2.	Marketing Management for Sales People	Prof. Devashish Dasgupta	Lucknow July 05-07, 2006
3.	Finance for Non-Finance Executives	Prof. A Vinay Kumar	Lucknow July 10-14, 2006
4.	MDP for State Bank of India Probationary Officers	Prof. Pankaj Kumar & Prof. A Vinay Kumar	Lucknow July 10-Aug.05,2006
5.	Legal Awareness Youth Participation in Environment Compliance and Enforcement	Prof. D S Sengar & Prof. Roshan Lal Raina	Lucknow July 14-16, 2006
6.	Strategic Business Negotiations	Prof. Anjani Kumar	Lucknow July 17-21, 2006
7.	MDP for the Executives of Rural Engineering Services	Prof. K.N. Singh	Lucknow July 17-22, 2006
8.	AMP for Power Grid Executives	Prof. Sukumar Nandi & Prof. D. Dasgupta	Lucknow July 17-28, 2006



9.	Training for DANICS Officers, Govt. of NCT of Delhi	Prof. Abhijit Chatterjee & Prof. Sushil Kumar	Lucknow July 24-28, 2006
10.	Decision Making Techniques for Managers	Prof. Sushil Kumar	Lucknow July 27-29, 2006
11.	Legal Awareness Youth Participation in Environment Compliance and Enforcement	Prof. D.S. Sengar & Prof. Roshan Lal Raina	Lucknow July 28-30, 2006

FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES

Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Sales Management and Firm Growth	Prof. Avinash Mulky	Lucknow August 07-09, 2006
2.	Understanding Self of Managerial Excellence	Prof. Pankaj Kumar	Lucknow August 21-23, 2006
3.	Financial Decision Making	Prof. Madhusudan Karmakar	Lucknow August 21-25, 2006
4.	Essentials of Financial Derivatives and Risk Management	Prof. A Vinay Kumar	Lucknow August 24-26, 2006
5.	Marketing: The Winning Concepts and Practices	Prof. Jitendra K. Das	New Delhi Sept. 04-08, 2006
6.	Strategic Marketing and Export of Agro Products	Prof. Kriti Bardhan Gupta	Lucknow Sept. 05-07, 2006
8.	Building Organizational Culture for Performance	Prof. Pankaj Kumar	Lucknow Sept. 06-08, 2006
9.	Data Analysis for Business Decision Making	Prof. M. Janakiraman & Prof. Ashwani Kumar	Lucknow Sept. 06-08, 2006
10.	Personal Growth through Emotional Intelligence	Prof. Shailendra Singh	Lucknow Sept. 18-20, 2006

APPOINTMENT



Dr. Hrushikesh Panda joined the Institute as an Associate Professor in the Business Environment Group, w.e.f. June 30, 2006 (forenoon).

Dr. Hrushikesh Panda has obtained his Doctoral degree from Delhi School of Economics, M.Phil from JNU, New Delhi, and Masters in Economics from Delhi School of Economics. Before joining the Institute, he had been working as a Visiting Professor at Konkuk University, Seoul, Korea. Prior to that he was visiting professor at Seoul National University, Seoul for one year, Assistant Professor at Institute of Economic Growth, Delhi for three years, visiting fellow at the Reitaku



University, Kashiwa Shi, Japan for one year and Lecturer for five years at the Institute of Economic Growth, Delhi.

Dr. Panda has published several articles in referred journals and has several national and international conference presentations to his credit. He has written a book jointly with Prof. Hiroyuki Oba of Reitaku University.

His area of interest in teaching and research include Econometrics, International Economics, Labour Economics, Macroeconomics etc.

FOUNDATION DAY

22nd Foundation Day was celebrated on July 27, 2006 in a different way this year. The function was inaugurated by **Dr. Devi Singh**, Director, IIML. He also delivered the foundation day address. Awards were distributed, on the occasion, by the Director to the meritorious children of IIML community. Variety of entertainment programmes were also in the list of the celebration of the day, which was followed by the play by the artist of the 'IPTA' group.

Earlier in the day, IIM students launched the second phase of 'Adopt-A-Tree' campaign, started last year on the day, under the guidance of Chairman, Students' Affairs, **Prof. D.S. Sengar**.

Programme was ended with vote of thanks and refreshments.

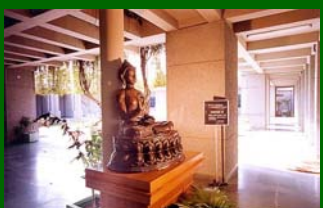
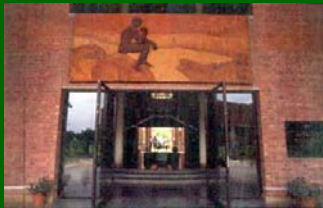
FROM THE PRESS

- If you think that the Indian Institute of Management-Lucknow is only about management studies and matters related to finance and economy, this team of youngsters and teachers will show you the other side of the premier institute.

About two dozen young people, hailing from diverse backgrounds are being groomed as master trainers by the IIM-L teachers and experts to help protect and conserve the environment.

The IIM-L is conducting an intensive three-day workshop being sponsored by the American embassy under the Fulbright Alumni Grant on "Legal Awareness and Youth Participation in Environmental Compliance and Enforcement". The workshop was inaugurated on Friday.

[Excerpts from The Pioneer, Lucknow, July 01, 2006, p. 05]



- The IIM-Lucknow launched an “Adult Literacy Campaign’ in Prabandh Nagar, its campus, on Thursday.

The bugle has been sounded by Bhavishya, the students’ committee responsible for the social responsibility initiatives of IIM-L. The aim of the campaign is to turn IIM-L in to a 100 percent ‘literacy community’.

The campaign was inaugurated by Prof. D.S. Sengar, Professor of Law and Chairman (Student Affairs), IIM-L. The campaign will be totally driven by the participation of students of the institute. Students undertook a study of the best practices employed in adult literacy in India and zeroed in on certain scientific and proven techniques to expedite the learning process.

[Excerpts from The Indian Express (Express Newslines), Lucknow, July 07, 2006, p. 03]

- When an Indian Institute of Management (IIM)-Lucknow team visited various hospitals to check how they were disposing away bio-medical waste to their amazement the team found that hazardous waste was being dumped into the Gomti.

On Saturday, the team that went out to check how the Lucknow Municipal Corporation (LMC) was disposing away domestic & bio-medical waste and garbage. It came back shocked again. The team found that instead of destroying the garbage, the LMC employees were digging up ditches and burying hazardous waste. At some sites, the LMC staff was dumping garbage even in the open. In some instances, bio-medical waste had been mixed with domestic waste and dumped into ponds.

[Excerpts from The Hindustan Times (HT Lucknow Live), Lucknow, July 16, 2006, p. 03& 03]

- “Unless and until people change their attitude, no campaign on social issues will succeed”. This was said by Justice Rakesh Sharma while addressing the valedictory session of the three-day training workshop on ‘Legal Awareness and Youth Participation in Environmental Compliance and Enforcement’ organized at the Indian Institute of Management.

The workshop was sponsored by Public Affairs Section of the US Department of State, American Embassy.

Justice Sharma said that for success of any campaign, whether it was based on environment or any other issue, people’s participation was a must. “There is no point in carrying out a campaign on environment if public support is lacking”, he said. He emphasized that there was a



need to change the mindset of the people towards environmental problems.

[Excerpts from The Pioneer (City Pioneer), Lucknow, July 17, 2006, p. 01]

- **Premraj Pillai** is a 2003 business management graduate from IIM-Lucknow. He is currently working as marketing manager with Computer Sciences Corporation (CSC) India Pvt. Ltd. He strongly believes that a course in management should be pursued after adequate industry experience. Only then would students appreciate the value of what they are taught at B-schools. Otherwise, they end up treating a B-school as just another academic institution.

On what B-school taught him...

The importance of differentiation. I soon realised that out in the B-School ocean, there would always be bigger fish and the survival challenge would lie in learning to adapt and bring a difference in the way you have been looking at experiences and situations.

On what B-schools must teach...

The importance of controlling your ego is what should be taught. Students should realise that all that they have done is pass an exam. What they have to do, from here on, to achieve their potential, is to work even harder and smile brighter as they progress in their lives and careers.

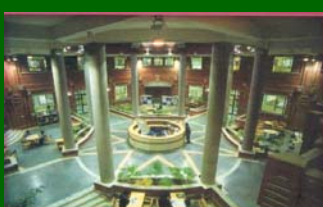
On a defining moment at B-school...

When, as a part of the student's council, we had to dismiss five workers for their involvement in certain irregularities. Having to take decisions of such magnitude at that stage of your life is truly gut-wrenching. The best part was that the faculty stood by our decision. It made us feel the weight of the responsibilities that we were being groomed for.

[Excerpts from The Business Line, (New Delhi), July 24, 2006, p.11]

- IIM-LUCKNOW celebrated its 22nd foundation day on Thursday in a very different way this year. In line with IIM-L director Prof Devi Singh's vision of involving the entire IIM community on the day, regular lectures by prominent people that were the case till last year was done away with.

Instead, a cultural show was held in the evening in which along with some prominent bands from the city, IIM students too performed making the show a memorable one. Earlier in the day, under the



guidance of chairman, students' affairs, Prof DS Sengar, the IIM students launched the second phase of 'adopt-a-tree' campaign.

The eco-friendly campaign in which among others Prof Devi Singh, Prof Sengar and Prof. Vipul also took part by planting saplings saw IIM students—both from post graduate I and II, enthusiastically participating in the plantation drive and taking a pledge to ensure that they would take care of the plants till their stay on the campus.

The director after planting a couple of saplings then urged the students to maintain every sapling that they have planted. "Your duty doesn't end by merely planting saplings. Take care of them too. Also, give some name to the plant that you planted," he advised the students who nodded in approval.

[Excerpts from The Hindustan Times (HT Lucknow Live), Lucknow, July 28, 2006, p. 01]

- NOTED ENVIRONMENTALIST Sunder Lal Bahuguna, known for his Chipko movement and a struggle to stall the Tehri dam, said on Sunday the dam won't last 30 years as per experts.

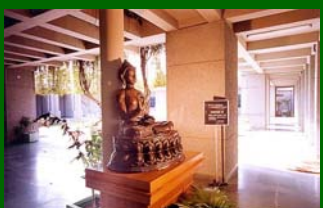
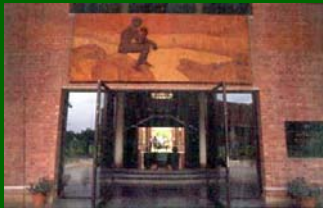
On the day when the Tehri plant became operational in Uttaranchal, Bahuguna was in Lucknow attending the 'environment awareness' campaign at IIM-L.

He told HT Lucknow Live, "Even the English were not as insensitive as our present day politicians. In 1916 the Englishmen had shelved a similar plan at Hardwar when pointed out that scores of people who were sentimentally attached to the river Ganges would be hurt. Today, despite having logically proved that the dam was not in the country's interest, the government chose to ignore the protests," he added.

[Excerpts from The Hindustan Times (HT Lucknow Live), Lucknow, July 31, 2006, p. 01]

GYANODAYA- RECENT ARRIVALS

1. Allen, Theodore T. 2006. *Introduction to Engineering Statistics and Six Sigma: Statistical Quality Control and design of Experiments and Systems*. London: Springer: 529p.
2. Altstiel, Tom and Grow, Jean. 2006. *Advertising Strategy: Creative Tactics from the Outside In*. Thousand Oaks: Sage: 388p.
3. Cassidy, Anita. 2006. *A Practical Guide to Information Systems Strategic Planning*. 2nd ed. Boca Raton: Auerbach Publications: 376p.



4. Choi, Frederick D.S. and Meek, Gary K. 2005. *International Accounting*. 5th ed. New Jersey: Pearson: 503p.
5. Choo, Chun Wei. 2006. *The Knowing Organization: How Organizations use Information to Construct Meaning, Create Knowledge, and Make Decisions*. 2nd ed. New York: OUP: 354p.
6. Deb, Bimal J. and Ray, Datta B. Eds. 2006. *Changing Agriculture Scenario in North-East India*. New Delhi: Concept: 360p.
7. Govindarajan, Vijay and Trimble, Chris. 2005. *Ten Rules for Strategic Innovators: From Idea to Execution*. Boston: HBS Press: 224p.
8. Inkpen, Andrew and Ramaswamy, Kannan. 2006. *Global Strategy: Creating and Sustaining Advantage across Borders*. Oxford: OUP: 247p.
9. Posen, Adam S. Ed. 2005. *The Euro at Five: Ready for a Global Role*. Washington: Institute for International Economics: 204p.
10. Winkelmann, Rainer and Boes, Stefan. 2006. *Analysis of Microdata*. Berlin: Springer: 313p.