



## Indian Institute of Management, Lucknow

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### Events

IIM Lucknow signs an MoU with The Kelley School of Business(KSB) at Indiana University, Indiana, USA

The Indian Institute of Management, Lucknow (IIM Lucknow) has signed a Memorandum of Understanding with The Kelley School of Business (KSB) at Indiana University, Indiana, USA to enter into a long term relationship to mutually support each other in the pursuit of excellence in global business education. Both IIM Lucknow and KSB will closely collaborate for research and faculty and student exchange programme.

The MOU was signed by Mr. Michael A McRobbie, President, Indiana University, Mr. Daniel C. Smith, Dean, The Kelley School of Business and Dr. Devi Singh, Director, Indian Institute of Management, Lucknow at IIM Lucknow's Noida campus on August 31, 2011

#### 8th Lakshmipti Singhanian IIM Lucknow National Leadership Award Conferred

IIM Lucknow in association with J K organisation conferred the Lakshmipti Singhanian IIM Lucknow National Leadership Awards on 15th September 2011 in New Delhi. The 8th edition of the awards felicitated leaders and young leaders who have performed outstandingly in the fields of Business, Science & Technology and Community service and Social Upliftment. Mr. P. Chidambaram, hon'ble Minister of Home Affairs, Govt. Of India, presided as the chief guest and handed over the awards to the winners in the presence of Dr. J. J Irani, Chairman, Board of governors IIM Lucknow, Mr. Hari Shankar Singhanian, President, J.K. Organisation and Dr. Devi Singh, Director, IIM Lucknow. The awardees were chosen on the parameters like excellence of work, high personal values and ethics, innovation and establishing balance of disparate forces operating in their respective fields. The awardees in the three different categories this year are:

#### Business Category:

Leader Award - Mr. Deepak Parekh, Chairman, HDFC  
 Young Leader Award - Mr. Rajiv Bajaj, M.D. BajajAuto

#### Science & Technology:

Leader Award - Dr. R. Narsimha, Chairman, Engineering Mechanics Unit, Jawaharlal Nehru Centre for Advanced Scientific Research  
 Young Leader Award - Dr. Amitabh Joshi, Professor, Jawaharlal Nehru Centre for Advanced Scientific Research

#### Community Service:

Leader Award - Dr. Uma Tuli, Founder Managing Secretary, Amar Jyoti Charitable Trust  
 Young Leader Award - Dr. Akhil Paul, Director, SENSE International & Vice President, Deaf & Blind International



## Events

### Hindi Pakhwara Celebrations

Hindi Pakhwara was celebrated from 14th - 29th September 2011. During this fortnight various creative events to promote the usage of national language Hindi were organised.

### 12th Annual Library Day

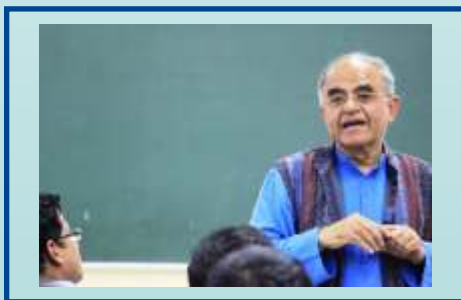
12th Annual Library Day was celebrated on September 23, 2011 by Gyanoday (Library: the learning resource centre) of IIM Lucknow. This year scholars, library & information science students and professionals were invited to visit the library for interaction and experience sharing.

The day started with a welcome address by Deputy Librarian Mr. M.U. Raja followed by a session by Dean (P&D) and chairman Library Advisory Committee, Dr. Roshan Lal Raina.



### IIM Lucknow student learn important lessons of leadership from Mahabharata, Leadership Talk Series A session by Mr. Gurcharan Das

Under the Leadership Talk series, the students of IIM Lucknow on 25th September 2011, learnt important lessons of leadership from the oldest Indian epic Mahabharata. The session aptly named "The Difficulty of Being Good" was taken by Mr. Gurcharan Das, an author, management guru and public intellectual. Mr. Das has graduated with honors from Harvard University in Philosophy and Sanskrit. He later attended Harvard Business School (AMP), where he is featured in three case studies. He was CEO of Procter & Gamble India and later Managing Director, Procter & Gamble Worldwide (Strategic Planning). In 1995, he took early retirement. He is the author of *The Difficulty of Being Good: On the Subtle Art of Dharma* (Penguin 2009) which interrogates the epic, Mahabharata, in order to answer the question, 'why be good?' As a part of the event, copies of the book "The Difficulty of Being Good" were distributed among the audience. IIM Lucknow community members including the student and the faculty members also had a chance to have small discussion with Mr. Das. The session brought out subtle nuances of philosophy behind Mahabharata and its implication on business in today's context. This session was followed by an open house and a round of discussions with Mr. Das, where the audience asked various questions with regards to the session.



### Entrepreneurial Zeal on display with the first student operated café of IIML Noida campus

Noida campus welcomed the commissioning of its first students operated café inside the campus. The café is setup as an entrepreneurship initiative by the IPMX students Vineeta Vora, Manish Chandra, Deepak Sharma, Atul Prashar and Sweta Singh. It provides a welcome break for students from the regular mess and cafeteria

## Academic Activities

### Featured members



Prof. Archana Shukla  
(Human Resource Mgmt.)



Prof. Yasmeen Rizvi  
(Human Resource Mgmt.)

Prof. Anita Goyal  
(Marketing)



Prof. Gaurav Garg  
(Decision Sciences)



Prof. Arun K. Jain  
(Strategic Management)

## Publication Profile

## Research Publications

### Papers Published

Jain, Arun K., Talent Management for 21st Century Organizations, *NHRD NETWORK JOURNAL*, 4(3)(July-Sep 2011): pp 38-44

The paper deals with and highlights the major paradigmatic changes this century has witnessed in terms of organization, technology, strategy, structure, competition, and customer choices. Subsequently, it develops insights on the far-reaching consequences on talent management and development in the changed context. Specific strategic approaches are suggested for designing an organization that harnesses and promotes an entrepreneurial mindset, creates a holistic attitude towards innovation and risks. A framework is suggested that enables leadership to assess the gaps in their approach.

### Working Papers

Gaurav Garg, Shadab Azeem, Shubham Bajpai, "Estimating Regression Coefficients using Replicated Observations in a Restricted Errors-in-Variables Model", IIML Working Paper Series: 2011 12/06

A multiple linear regression model with replicated observations is adopted. It is considered that all the variables in the model are observed with additive measurement errors. It is also assumed that some prior information on regression coefficients is available in the form of exact linear restrictions. Under such a setup, the usual estimators are either inconsistent or do not satisfy the given exact linear restrictions on regression coefficients. We obtain such estimators of regression coefficients which are consistent as well as satisfy the given restrictions. Efficiency properties of the estimators are analyzed through simulation study

## Non Academic Publications

Arun K. Jain,

Financial Chronicle. Sept 5, 2011

Governance is about stewardship, full article can be accessed at <http://www.mydigitalfc.com/op-ed/governance-about-stewardship-120>

Financial Chronicle. Sept 15, 2011

The sleeping elephant of Asia, full article can be accessed at <http://www.mydigitalfc.com/opinion/sleeping-elephant-asia-189>.

## Editorial Assignments

Prof. Anita Goyal has accepted to be on the 'Editorial Advisory Board' of "American Journal of Business" (Emerald Journal) on invitation.

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## Other Assignments

Prof. Anita Goyal has accepted the membership of the 'mConnect Advisory Committee' on Invitation. mConnect is a joint venture between Tata McGraw-Hill and Wipro. mConnect is a platform for mobile learning applications designed to address the needs of students and workers in emerging markets.

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Professor Arun Kumar Jain has accepted the invitation from School of Business Management, Narsee Monjee University, Mumbai to be a member of the Research & Recognition Committee in Strategy Area

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## Keynote Address / Invitational Lectures

Professor Yasmeen Rizvi delivered a lecture as a guest speaker at a seminar organised by Amity Business School of Amity University Uttar Pradesh Lucknow Campus on "Effective Performance Management System: A Tool for Retention" on 29th September 2011. The topic of presentation was: "Performance Appraisals as part of People Capability Maturity Model; a Critique.

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Professor Archana Shukla was invited to address the conference at the Plenary Session having the theme "Leadership Challenges in Emerging Business Landscape" on 02 September, 2011. This was organized by All India Management association in association with The Centre for Land Warfare Studies (CLAWS) The conference was on Leadership Strategies for Building Excellence. The other Panelist were Lt Gen VK Ahluwalia GOC in-C CENTRAL Command, PM Kumar, Business Chairman Group Corporate Development GMR group the chairman was Bharat Wakhlu, Resident Director, Tata Sons.

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Professor Arun K. Jain was invited as chief guest and key note speaker at the "Corporate Governance Colloquium", organised by Symbiosis Institute of Business Management at Bangalore on Sep 5, 2011.

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## Management Development Programs

### Forthcoming

S.No.	Program Title	Program Director	Date	Venue
1	Managerial Effectiveness	Prof. Archana Shukla	October 10-14, 2011	Lucknow
2	Middle Level Managers Programme (focus on strategy planning, execution) for REC executives	Prof. Amita Mita Prof. Atanu Chaudhuri	October 10-14, 2011	Lucknow
3	General Management Programme for NTPC NR executives	Prof. R L Raina Prof. Satish S M	October 10-21, 2011	Lucknow
4	Finance for Non-Finance Executives	Prof. Manoj Kumar	October 13-15, 2011	Noida
5	Effective Communication for Managerial Success	Prof. R L Raina Prof. Neerja Pande	October 17-19, 2011	Noida
6	AMP for ISS Officers	Prof. Shailendra Singh Prof. Neeraj Dwivedi	October 17, 2011 November 18, 2011	Lucknow
7	PPP in Indian Infrastructure Challenges & Opportunities	Prof. Manoj Anand	October 17-19, 2011	Lucknow
8	Strategy for Effective People Management for Prosecuting Officers of U.P. Govt.	Prof. Payal Mehra Prof. Rajesh K Aithal	October 17-19, 2011	Lucknow
9	Junior Level Managers Programme for REC executives	Prof. Samir K Srivastava Prof. Yasmeen Rizvi	October 17-21, 2011	Lucknow
10	Transformational Management Programme for Addl. General Managers of Power Grid Corporation of India Ltd.	Prof. Pushpendra Priyadarshi Prof. Ashutosh Kumar Sinha	October 17-22, 2011	Lucknow
11	Strategy for Effective People Management for Prosecuting Officers of U.P. Govt.	Prof. Payal Mehra Prof. Rajesh K Aithal	October 20-22, 2011	Lucknow
12	Mastering Marketing	Prof. Devashish Das Gupta	October 31, 2011 November 04, 2011	Noida
13	AMP for ISS Officers	Prof. Bharat Bhasker Prof. D .T. Rao	October 31, 2011 November 19, 2011	

## Management Development Programs

### Concluded

S.No.	Program Title	Program Director	Date	Venue
1	Sales Force Management and Distribution Strategies	Prof. Rajeev Kumra	September 5-7, 2011	Noida
2	Mid-Career Training Programme for IFS Officers	Prof. Sushil Kumar (CFAM) Prof. Ajay K Garg	September 5-10, 2011	Lucknow
3	Strategy for Effective People Management for Public Prosecution Officers	Prof. R L Raina Prof. Yasmeen Rizvi	September 12-14, 2011	Lucknow
4	Transformational Leadership Programme for Addl. General Managers of Power Grid Corporation of India Ltd.	Prof. Neeraj Dwivedi Prof. Pushpendra Priyadarshi	September 12-17, 2011	Lucknow
5	General Management Programme for Jr. Level Officers of Indian Statistical Services	Prof. Bharat Bhakser Prof. Gaurav Garg	September 12-23, 2011	Lucknow
6	Advanced Management Programme for Sr. IES Officers	Prof. Pankaj Kumar Prof. Sushil Kumar (CFAM)	September 12, 2011 October 21, 2011	Lucknow, Copenhagen, Amsterdam, Brussels & Paris
7	Developing Strategic Mindset for BASF Executives	Prof. Archana Shukla Prof. Neeraj Dwivedi	September 13-14, 2011	Mumbai
8	Strategy for Effective People Management for Public Prosecution Officers	Prof. R L Raina Prof. Yasmeen Rizvi	September 15-17, 2011	Lucknow
9	Internet Marketing	Prof. Moutusy Maity	September 15-17, 2011	Noida
10	Personal Effectiveness and Growth for NHPC Executives	Prof. Shailendra Singh	September 10-22, 2011	Lucknow
11	Operations Planning and Control	Prof. N Narayanan	September 26-29, 2011	Noida
12	Effective Leadership for Principals of Navodaya Vidyalaya Samiti	Prof. Sushil Kumar (CFAM) Prof. R. K. Srivastava	September 26-30, 2011	Lucknow
13	Team Building	Prof. Archana Shukla	September 28-30, 2011	Noida

## From the Press

Name of the Publication : Business Bhaskar  
Edition : Delhi  
Date : 01/9/11

Name of the Publication : Financial Express  
Edition : Delhi  
Date : 12/9/11

## आईआईएम-एल का एमओयू

नई दिल्ली • ग्लोबल बिजनेस एजुकेशन को बढ़ावा देने और एक दूसरे की मदद करने के लिए इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट लखनऊ ने कैली स्कूल ऑफ बिजनेस इंडियाना यूनिवर्सिटी के साथ सहमति पत्र पर हस्ताक्षर किए हैं। इसके तहत आईआईएम लखनऊ और कैली स्कूल ऑफ बिजनेस रिसर्च, फैकल्टी और स्टूडेंट एक्सचेंज प्रोग्राम को बढ़ावा देंगे। एमओयू पर इंडियाना यूनिवर्सिटी के प्रेसिडेंट माइकल ए मैकरोबी, कैली स्कूल ऑफ बिजनेस के डेनियल सी. स्मिथ और आईआईएम लखनऊ के निदेशक प्रो. देवी सिंह ने हस्ताक्षर किए। कैली स्कूल ऑफ बिजनेस विश्व के सबसे अच्छे बिजनेस कालेज में से एक है जिसे 90 वर्षों से अधिक का अनुभव है। (ब्यूरो/प्रेट्र)

**IIM Lucknow launches General Management Programme for executives**  
The Indian Institute of Management Lucknow recently announced the launch of a 1-year General Management Programme for Executives (GMPE). It is a part-time programme with four on-campus modules of 9 days each for working executives. The programme will commence on November 5, 2011, and the last date for submission of applications is September 15, 2011. "GMPE will integrate advanced management theory, soft skills and quantitative methods with real world business practices," said Prof Sushil Kumar, chairman MDP, IIML.

Name of the Publication : DNA  
Edition : Mumbai  
Date : 01/9/11

Name of the Publication : Financial Express  
Edition : New Delhi  
Date : 05/9/11

DNA MUMBAI SEPTEMBER 01, 2011

## Gender bias for a cause at IIM-L

Deepak Gidwani @ LUCKNOW

The Indian Institute of Management-Lucknow has started a unique initiative to attract more lady candidates to its campus. In its admission policy for the 2012-14 batch, the prestigious B-school has, for the first time, gives a special weightage of two marks to woman candidates on gender basis.

"We want to increase the participation of girls in the management field," says Prof Arunabha Mukhopadhyay, chairman, admission committee, IIM-L. Several other changes have also been made in the admission policy for the 2012-14 Post Graduate Programme (PGP) and the PGD-

### We want to increase the participation of girls in the management field

—Prof Arunabha Mukhopadhyay, chairman admission committee IIM-L

ABM (Agriculture Business Management) to attract diversified talent to the campus, she pointed out.

As per the admission policy declared recently for the 2012-14 batch, the weightage given for work experience has been reduced. IIM-L authorities feel that this measure would go a long way in getting more freshers to the campus. At the same time, more importance will now be given to academic diversity and performance

in the graduation exam, while the weightage of high school and intermediate examination marks has been reduced. Special weightage given to candidates from different streams, like arts, humanities, medical, law and education, has also been increased.

"The idea is to draw diverse talent from different fields. This would make the learning process better," says Prof Mukhopadhyay. "Till now, engineering students have had a

strong presence in management education. With these changes, we hope to see more students coming in from varied streams," she added.

Admissions to around 150 B-schools are conducted through an annual common admission test (CAT) but the institutions hold the prerogative of amending their admission policy as per their requirements.

In the index drawn up for the 2012-14 batches, the weightage for class 10 and 12 has been reduced from 2.5 each to one each. But graduation will get three marks instead of the hitherto 2.5. Work experience weightage has been reduced from 2.5 to two,

## IIM Lucknow signs an MoU with The Kelley School of Business

The Indian Institute of Management, Lucknow, recently a Memorandum of Understanding with the Kelley School of Business at Indiana University, Indiana, USA, to enter into a long-term relationship to mutually support each other in the pursuit of excellence in global business education. Both IIML and KSB will closely collaborate for research, faculty and student exchange programme. The MoU was signed by Michael A McRobbie, president, Indiana University, Daniel C Smith, dean, KSB, and Dr Devi Singh, director, IIML, at IIML's Noida campus. KSB and IIML will also explore the best avenues to combine the interests of faculty at both institutes with students, the business community and society in general.

Name of the Publication : Financial Chronicle  
Edition : Delhi  
Date : 01/9/11

## IIM-L teams up with US biz school

SREERUPA MITRA

Bangalore

THE Indian Institute of Management, Lucknow (IIM-Lucknow), one of the renowned business schools in India, said it has signed a memorandum of understanding with The Kelley School of Business (KSB), one of the top 100 schools in US, to enter into a long term relationship and closely collaborate for research, fac-

ulty and student exchange programme.

The collaboration will include extensive research and both, KSB & IIM Lucknow will look into avenues to enhance the research mission. The schools will develop collaborative case studies, which will then be used for teaching purpose, design and delivering series of faculty research workshops.

Both B-schools will also explore the best opportuni-

ties to combine the interests of faculty at both institutes with students, the business community and society in general. Further, the MoU will also explore the possibilities of launching a dual-degree programme in business analytics and global strategy.

This programme would be designed, developed, marketed and delivered by both the institutes and would be primarily taught at IIM Lucknow's Noida campus by

faculty members from both the institutes.

Devi Singh, director, IIM Lucknow said, "As the world gets globally connected, unification of professional education enriches the process of learning and reaches a greater potential. With globalisation comes in the opportunities that have been created in various domains of learning."

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**From the Press**

Name of the Publication : **Hindu**  
 Edition : **Delhi**  
 Date : **16/9/11**



**SERVICE TO SOCIETY:** Union Home Minister P. Chidambaram presenting the Lakshmiapat Singhania IIM - Lucknow National Leadership Award 2010 to Amar Jyoti Charitable Trust founder Uma Tuli for her contribution to community service and social upliftment, in New Delhi on Thursday. J.K. Organisation president Hari Shankar Singhania (second from left) and Indian Institute of Management Director Devi Singh (right) look on.  
 - PHOTO: S. SUBRAMANIAM

Name of the Publication : **Hindu**  
 Edition : **Delhi**  
 Date : **1/9/11**

The Indian Institute of Management, Lucknow, has tied up with the Kelley School of Business, U.S., to collaborate on research and faculty and student exchange programmes.

According to the memorandum of understanding, the collaboration will involve extensive research involving case studies which would be used for teaching purposes and designing and delivering faculty research workshops.

The collaboration also seeks to produce events such as video-conferences and conferences.

It will work on launching a dual-degree programme in business analytics and global strategy to be designed, developed, marketed and delivered by both the institutes and would be primarily taught at IIM Lucknow's Noida campus by faculty members from both the institutes.

Name of the Publication : **Hindustan**  
 Edition : **Delhi**  
 Date : **1/9/11**

**छात्र सीख सकेंगे ग्लोबल बिजनेस के गुण**

नोएडा। इंडियन इंस्टिट्यूट ऑफ मैनेजमेंट लखनऊ और यूएसए स्थित केले स्कूल ऑफ बिजनेस ने शिक्षा के क्षेत्र में एक दूसरे को सहयोग देने के मुद्दे पर समझौता किया है। नोएडा, सेक्टर 62 स्थित आईआईएम लखनऊ के कैम्पस में यूनो इंस्टिट्यूट के निदेशकों ने एमओयू पर हस्ताक्षर किया। आईआईएम लखनऊ के निदेशक डॉ. देवी सिंह और केले स्कूल ऑफ बिजनेस स्कूल के अध्यक्ष माइकल ए रोबो ने रिसर्च सहित अपने प्रोफेसर्सों व छात्रों के एक्सचेंज कार्यक्रम पर सहमति जताई है। केले यूनिवर्सिटी यूएसए में बी ग्रेड की श्रेणी में शामिल है। अमेरिका का प्रसिद्ध बिजनेस अखबार द वॉल स्ट्रीट व बिजनेस चौक वहाँ से प्रकाशित की जाएगी।

**IIM-L signs MoU with Kelley School of Business**



Indian Institute of Management-Lucknow recently signed an MoU with Kelley School of Business (KSB) at Indiana University, Indiana, USA. This would facilitate faculty and student exchange programmes and increase collaboration for research. The MoU will also explore the possibilities of launching a dual degree programme in business analytics and global strategy. The collaboration seeks to organize webinars, videoconferences and seminars ■

Name of the Publication : **Indian Express**  
 Edition : **Chennai**  
 Date : **12/9/11**



**From the Press**

Name of the Publication : Indian Express  
 Edition : Mumbai  
 Date : 15/9/11

**IIM-L to give advantage to women candidates**

**PRESS TRUST OF INDIA**  
 LUCKNOW, SEPTEMBER 14

IT WOULD be "ladies first" at the Indian Institute of Management, Lucknow (IIM-L) from the next academic session.

To promote women candidates in the field of management, the IIM-L has changed its admission policy, giving a special weightage of two marks to them on gender basis. "The institute has changed its admission policy for 2012-14 giving special weightage of two marks to women. It has been done to promote more women in the field of management," said Chairman, IIM-L admission committee, Prof Arunabha Mukhopadhyay.

He said the admission policy for the 2012-14 Post Graduate Programme (PGP) and the PGP-ABM (Agriculture Business Management) has been prepared to attract talent from diversified fields.

"Till now those belonging to the engineering field were in maximum numbers on the campus but with the new admission policy, we hope to attract people from diversified fields," Mukhopadhyay said. The weightage given for work experience has been reduced to 2 from 2.5 marks.

Name of the Publication : The Statesman  
 Edition : Kolkata / Delhi  
 Date : 13/9/11

**Two of the best**

**IIM, Lucknow, and the Kelley School of Business, USA, have joined hands to promote global business education, says kamalika bhattacharya**

THE Indian Institute of Management, Lucknow, and the Kelley School of Business, Indiana University, USA, have joined hands to support each other in the pursuit of excellence in global business education. Both institutions will closely collaborate on research, apart from a faculty and student exchange programme.

The Kelly School of Business is ranked among the top B-Schools globally and has a rich educational heritage of more than 90 years. Forbes and US News & World Report magazines recognize it for the quality of both its undergraduate and master's degree programmes. Business Week and The Wall Street Journal rank it among the country's best business schools.

An MoU with regard to the tie-up was signed by Michael A McRobbie, president, Indiana University; Daniel C Smith, dean, KSB; and Devi Singh, director, IIM, Lucknow, at the latter's Noida campus. The agreement envisages investigating avenues to enhance research.

Collaborative case studies will be developed and then used for teaching purposes and will result in a series of faculty research workshops. The



collaboration seeks to produce events such as webinars, videoconferences and conferences. The two will also explore the possibilities of launching a dual-degree programme in Business Analytics and Global Strategy. This programme will be designed, developed, marketed and delivered by both institutes and will be primarily taught at the Noida complex of IIM, Lucknow, by faculty from either side.

Said Devi Singh, "As the world gets globally connected, unification of professional education enriches the process of learning and reaches a greater potential. With globalisation comes the opportunities that have been created in various domains of learning. Research cannot be confined to geographies. In order to innovate new measures of teaching and learning, we today join hands with one of the USA's leading B-schools, The Kelley School of Business, to share our expertise and learn together."



Devi Singh

Name of the Publication : The Tribune  
 Edition : Delhi  
 Date : 15/9/11

**THE TRIBUNE**

**It's advantage women at IIM-Lucknow**

**SHAYRA NAIN/TNS**

LUCKNOW, September 14  
 The glass ceiling in the corporate world is all set to be broken. In a decision that will have far-reaching consequences, the Indian Institute of Management, Lucknow, has changed its admission policy and now will give a special weightage of two marks to women aspirants on gender basis.

To be introduced in IIM-L from next academic session, the step has been taken to bring more diversity to the B-schools which till now have been largely a male domain and dominated by engineers.

Confirming the news, chairman IIML admission committee, Arunabha Mukhopadhyay said the decision has already been taken on the institute's web page. "The institute has changed its admission policy for 2012-14 giving a special weightage of two marks to women candidates. It has been done to encourage women to join the field of management," said the chairman.

In the current batch of 419 students at IIM-L, there are only 37 women (13 per cent). This is largely the trend in all IIMs.

Mukhopadhyay said the admission policy for the 2012-14 Post Graduate Programme (PGP) and the PGP-ABM (Agriculture Business Management) has been prepared to attract talent from diversified fields other than engineering - medicine, law, arts and humanities.

The decision to bring

been a priority with all the IIMs in recent years. In fact, in the last couple of years, they have been experimenting in various ways by giving more weightage to non-engineering students in an attempt to break the stranglehold of engineers over B schools.

"Till now those belonging to the engineering field were in maximum numbers on the campus. But with the new admission policy, we expect to attract people from diversified fields".

From the Press

Name of the Publication : India Today  
 Edition :  
 Date : 5/9/11

**B Schools SPECIAL**

**IML LUCKNOW** 5

# COMPLETE PACKAGE

The institute's focus on good managers with excellent ethics, who blend profitability with great business practices, has ensured its entry into an exclusive club

**GRAPPLING WITH REAL-LIFE CONCERNS**

**BHAVISHYIA**, one of the many student centres at IIM-L, has co-ordinated Rs 5 lakh to set up a library for poor children in Lucknow in association with a local NGO.

**SINCE 2004**, IIM-L has been offering a dual diploma course with the ESCP Europe Business School, Paris. The model allows 30 Indian and 10 French students to study in both campuses for a year each.

**THIS YEAR**, IIM-L has launched the Centre of Excellence for Business Sustainability to work on reconciling profit with environmental concerns.

**By Mihir Srivastava**

Every evening, 160 of the country's brightest young minds studying at the Indian Institute of Management, Lucknow (IIM-L), host underprivileged government school students on campus to impart valuable life skills. Members of the aptly named Bhavishyia (Bhav), one of 15 student centres at IIM-L, they contributed Rs 5 lakh to set up a library for the poor children in association with a local NGO called Bachon Ki Duniya. To these management gurus-in-the-making, it's part of giving back to society.

It's because of initiatives like Bhavishyia that IIM-L has steadily climbed up the IIM-Nelson B-School charts despite being founded only 27 years ago.

**B Schools SPECIAL**

## RAPID RISE

- 900 is the overall student strength.
- 185 acres is the size of Lucknow campus.
- 181 consultancy projects currently on at IIM-L.
- 87 is the strength of the IIM-L faculty.
- 70 research papers published in 2010.
- 70 crore rupees spent on books libraries.
- 11 is the number of schools in IIM-L.
- 10 international students on its rolls.
- 50:7 in the male-female student sex ratio.
- 1:10 is the teacher and student ratio.

IIM-L provided me not only with management skills but also gave me a core set of principles which I continue to treasure to this day.

**Dr. S. Chandra**, IIM-L, Planning and Finance, Lucknow (1984-2004)

We create leaders who can make decisions that are good not only for them but for all stakeholders, India and the world.

**Dev Singh**, IIM-L, IIM-L

rural economy offers great potential for business and growth," says Anandha Menjal, IIM-L's marketing relations officer. IIM-L is the first IIM to have opened a second chapter in Noida campus, with a built-up area of 300,000 sq ft that came up in 2009, was funded entirely with internal resources. The Rs 70-crore campus will facilitate greater interaction between the government and the corporate and social sectors. Fifteen of IIM-L's 87 faculty members have been posted in Noida, with plans to increase overall staff to 300 and deploy a quarter of them to the second campus.

"Institutions are not built overnight. All the world's top business schools are over 100 years old. We can't say we have arrived. There is a long way to go," says Singh, who is working closely with global majors in its quest to become world class. Since 2004, it has been offering a dual diploma course with ESCP Europe Business School, Paris. The symbiotic model allows 10 Indian and 10 French students to study in both campuses, one year in the host country and the second in the guest country, for the dual degree. "Another major collaboration with a leading business school is at an advanced stage of negotiations," says Singh, declining to reveal the name. 150+ are students of the class of 2012 are also going to prestigious institutions in the US and Europe as part of student exchange programmes.

This year, IIM-L has launched the Centre of Excellence for Business Sustainability from IIM-L as a multidisciplinary, collaborative body of experts. It will support and help businesses to create the profit together with environmental and social concerns. "India should be proactive in adopting green practices, this will provide a road map for it," says Sushil Kumar, the centre's chairman.

An 800-student often turns out to be a life-altering experience for many. "It has helped me think big. I am not thinking of a job. I want to launch my own company to harness the immense potential of growth in the rural sector," says 23-year-old IIM student Parthiv Jain, from Jabalpur.

"Management teaching has to be interactive so that students can develop capacities to deal effectively with real-life management issues," says director Dev Singh, 39, an expert in international finance and an alumnus of IIM Ahmedabad.

The green 185-acre Lucknow campus houses students from diverse backgrounds. The 2011-2013 batch of the Institute's flagship programme, the Post Graduate Programme in Management (PGPM), has 419 students. In 2010, its students and faculty published 70 papers in top management journals. The institute is also associated with various government organisations and private sector entities in IIM's consultancy projects, ranging from rural management to finance and marketing.

The work pressure is enormous. "I can't go to my rights and still work well. It's amazing I could have finished doing better," says first-year PGPM student Visha Poddal, 24. But the reward comes in the long run. More than 100 top companies, such as DSP Merrill Lynch, Bank of America and Wipro Technologies, queue up to recruit every year. The institute doesn't disclose salary packages offered to graduates as a matter of policy but claims it is on a par with the best in the industry. "We get the best marketing jobs in the country," says Rajesh K. Ashai, chairman of IIM-L's placement cell. He adds that students are slowly staffing their own firms and starting jobs. The Post Graduate Programme in Agri Business Management has become increasingly popular among students with programmes like Johnson & Johnson consistently picking up graduates from the course. "There is a recognition that the

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# TILTING THE SCALES

With some of the Indian Institutes of Management attempting to rebalance gender roles in classrooms and workplaces, we take a look at women in corporate India, and why a lot more needs to be done

By Sangra Kay  
 deep@economist.com

Eight Indian Institutes of Management (IIMs) decided last month to try and rebalance gender roles in their classrooms—and subsequently, workplaces. The six new IIMs—at Bolnisi, Ranchi, Tanjavar, K. J. Somaiya, Hyderabad and Kozhikode—are aiming for a more academic, “classroom” class environment, and plan to introduce group marks for women candidates, as well as students from non-engineering backgrounds.

Corporate India—which has seen an increase in the female workforce in the two decades since the liberalisation process began—desires a commitment towards gender diversity. But how does gender diversity truly happen—and why should we move towards it?

### Progress with problems

The Indian workplace has undergone significant changes in the last two decades with the opening up of the economy and its spin-off effects on the country's social landscape. Women can be seen in greater numbers in engineering, management and other “male-dominated” professions. From a 1:11 ratio in engineering colleges in the 1980s, now four out of every 10 students are women in India, says Karimshah Khan, director, people strategy, Sapient Corp., Bangalore.

There are also changing roles being typically stuck in “male and female jobs” and having their professional lives interrupted or cut short by marriage and motherhood. There are some women in management roles in post-liberalisation India, says Rajesh Joshi, executive vice-president and chief

marketing officer, Tata Insurance-Synergia. Mumbai. Companies have also started providing additional facilities for women, such as work-from-home and in-office crèche options.

Given the changed social dynamics and the acquisition of specialised skills, it's only natural that companies begin to hire more women. “There are skills missing in both genders, and monetarily speaking, it made sense for organisations to get women employees,” says David Lobo, director, human resources, General Electric, Gurgaon.

However, the nature of this “revolution” is still tricky in the Indian context. Pooja Kumar, founder-chairperson of the New Delhi leadership “Forum for Women in Leadership” (WILL), Dehra Dun, India, says they have found that though 40% women have access to workplaces, only 15% occupy leadership roles. The rest are stuck in mid-level jobs.

The corresponding figure globally is 46-40%. Two-thirds of the 10% only 2% occupy boards. And of the 2%, 1.5% are senior positions like Board Member or Executive Vice. This means only 1.5% women leaders, from a population of 500 million women, are in company boards on earth, she says.

According to statistics prepared by Barua's WILL, Pune, almost 30% of women are stuck in mid-level jobs. “From this one would deduce that women are not talented—and that's not acceptable,” she says.

### The case for hiring more women in management

While some of the more “typical male qualities”, such as the tendency to be “more competitive and risk-taking” and take “hard calls”, are, according to Lobo, essential qualities in a work environment, there's another set of qualities that

is critical to a workplace—those typically possessed by women. It is this balance that the IIMs now seem to be seeking.

IIM Lucknow director Dinesh Singh believes the decision to tweak the classroom balance and get from a ratio of 12-15% girls to 15-20% will enrich classroom discussions. “Management today is about day-to-day decisions and having women and students from diverse backgrounds will bring new perspectives into the classroom,” he says.

A study published in June in the Harvard Business Review seems to corroborate this point of “gender diversity” enriching the workplace environment. Authored by Anita Woolley, assistant professor of organisational behaviour and theory, Carnegie Mellon University, US, the study, What Makes a Team Smarter? does this. It finds that having women in teams makes the teams more “intelligent”. Woolley, who studies the collective intelligence of groups, says, “The more women in a team, the smarter the team.” Given the term intelligence is a loose definition, it includes factors like social sensitivity, the study finds that women are crucial in such cases. “What do you have about great groups? That they listen to each other. They share criticism—constructively. They have open minds. They're not arrogant,” says Woolley.

Women have the ability to read situations critically, says Ran. This is why women are likely to be more successful project managers. A man may make a better architect because it is a job that requires a more linear focus and less good talking about gender diversity to people management, she adds. “A project manager, on the other hand, needs someone to make multiple jobs, to manage the people in the team, see if they have enough time, check resources, budget, people's risk management. This is about the economy, everyone's career, aspirations,

and so on,” says Ran. “Women can think for themselves and not just the point of view of the manager. Whether it's the client or their colleagues, women put themselves in the other's place much better than men. That translates to the element social sensitivity,” Ran adds.

“This is also why women make good managers,” says Bangalore-based Anupama Arora, head, India Diversity Council, IIM. “Women always are better listeners to people transitioning from college life to their first jobs,” she says. Their high levels of emotional intelligence “make them able to deal with people of different temperaments,” says Arora.

Women leaders foster a better environment and bring in a strong sense of commitment into the culture. “There have also been studies to show that women leaders are more stable and loyal to the organisation. They bring in greater stability, and are less prone to attrition,” says Lobo. Arora says an internal study at IIM in 2008 showed that women leaders scored higher than their male counterparts in the following categories: empathy, team leadership,

teamwork, building organisational capability, personal dedication and commitment and innovation. All of this adds up to economic value, as the study at IIM shows. “Having more women profiles the organization,” says Arora.

And it is this language of “economic value” that organisations seeking good project managers. A man may make a better architect because it is a job that requires a more linear focus and less good talking about gender diversity to people management, she adds. “A project manager, on the other hand, needs someone to make multiple jobs, to manage the people in the team, see if they have enough time, check resources, budget, people's risk management. This is about the economy, everyone's career, aspirations,

Up till battle line, women managers are also better team players than men tend to get stuck in mid-level jobs.

From the Press

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2G scam accused (From left) Vinod Goenka, Gauram Doshi, Sanjay Chandra and Surendra Pisada at Patilala House Courts

# Trim The Middle, Man

Corruption thrives in the corporate world. How can B-schools help?

By Pragya Singh

Is corruption just a buzzword for something we love to hate right now? Or should something, anything, be done about it? While Indians debate corruption as they know it only too well—the slow-moving file, the well-greased palm, the speedy ascent up the ladder—the up-and-coming entrepreneur knows

corruption is more than just a word. It can make all the difference between business-as-usual and business with a difference. Right off the bat, the B-school is where many say they would look for answers, starting with the first apparent conflict: when corruption is part of nearly all activities of business, how can it be tackled without businesses losing profits and productivity? "This kind of contradiction arises because of the confusion between short- and long-term goals (among business-ees)," says Shankar Venkateswaran, Director, SustainAbility, an independent

### India Inc's new mantras?

More good comes from doing your own business well and honestly than from philanthropy. Honour and love the honest businessman, and others, who are known to be honest. In new circumstances, there comes of honesty from life, show how the corrupt fall more often. Realise that often business is responsible for the creation of a permissive environment, which exacerbates systemic flaws.

think-tank and strategy consultancy. "When in fact, it is in the open interest of businesses to manage in such a way that there's a positive impact on society and the environment," he explains.

The first stumbling block to ethical business conduct, Venkateswaran says, comes when companies look for 'end of the tailpipe' solutions rather than long-term ones. Ten years ago, he says, a Supreme Court order raised the emission standards for vehicles on Indian roads. At the time, most companies responded by resisting this order. Next, they proposed the cost of upgrading technology. Finally, they settled on a solution, and proposed a catalytic converter, a saw-fangled device that could 'fix' emission problems when attached to the exhaust pipes of any old vehicle. "When you try and fix a problem this way, you will find that it is more expensive in the long run (to business, customers and the environment)," Venkateswaran advances.

Ultimately, the auto companies' proposed fix was not approved and car-makers across the country had to rethink their designs, procurement and suppliers—everyone has to emit less to ensure that the cost of a potential future clean-up is lowered. In many ways, the auto-makers' struggles have a lot to do with fighting corruption in any business system today. The quickfix approach, says business, contributes to society through profits; the longer-term approach says all social costs need to be added up and weighed against benefits.

**A** NIRBAN Roy, the managing director and founder of SEED, a social entrepreneurship organisation, says stakeholders such as B-schools, students, the government and companies need to push the bar against corruption higher ("It is a serious issue in India"). But they must all start at the basic level by taking note of what they mean by corruption. An overly flexible definition of corruption, Roy feels, may turn out to be just as harmful as the contractor who looks it over his equals or the chain of permits that jump long queues each time to land at a particular industrialising doorstep.

"For the entrepreneur or student of business, it is equally important that the way out of corruption does not stifle innovation," says Roy. This, some believe, is a particularly relevant issue at the moment, when all seem prepared to hit corruption with a giant axe. "Who will, in a climate of fear and suspicion, step out of his shoes to give the next ₹10,000 loan to an Indigo or Wipro in-the-wings. If he is forever afraid of his wings being clipped?" asks Roy, who worries that India runs the risk of creating a tyranny of books and record-keepers unless there is a closer, bolder examination of what corruption really is.

Managers and wannabe entrepreneurs are all too often isolated from those who call the shots in companies. This, too, often stifles change, warn experts. For instance, argues Venkateswaran, a top-level manager in a large company

**Rakha Sethi**  
 Director-general, AIMA

"Illegal activities typically breed in an environment of secrecy. There has to be a paper or a-trail for official communication."



**Prof Sushil Kumar**  
 IIM Lucknow

"Life situations and classrooms are disconnected. Classes must use real case studies rather than the imaginary ones."



**Prasad Kalpa**  
 CEO, Essar

"If the culture does not condone corruption, then honest people in business will feel that they do not benefit from it."



may resist a major change in environmental practices—as often the changes are considered not worth implementing due to the expenses involved. "Yet, if I get in the door of the chairman or the owner of the same firm, I have found the response is positive," he says. Maybe he's right, and the Nigger picture really is clearer at the top. Management experts agree with the idea of a flatter organisation: If all employees can

**Ethical business activity is impeded when firms look for 'end of tailpipe' solutions rather than long-term answers.**

communicate with the CEO, even the board, it's that much harder to disguise corruption as a routine activity. "Fraudulent activities typically flourish in an environment of secrecy and privilege," says Rakha Sethi, director-general, All India Management Association (AIMA), the apex institution for professional managers in the country. "A CEO must have a second line of defence: a deviance reporting system. Oral orders and instructions mustn't be allowed and there must be a paper or electronic trail for all official communication," she recommends.

For B-schools, which handle the everyday flow of new recruits into management positions, it is not enough to simply wait for regulation and social expectations to weed out corruption. When works, they argue, is keeping the original objectives of business managers in mind: doing business for the sake of profit, but also managing them well—in the interest of society. Keeping a track on their impact is tantamount to fighting wrongdoing in this instance.

"A company's performance should also be judged by what it gives to society and all the stakeholders, including those perhaps not interested in the profits alone. In the long run (though it is hard to say exactly how this happens), classroom-learning on ethical behaviour comes to their aid in allowing them to reflect and introspect on the complex business situations and the decisions they have taken," reasons J.L. Gupta, professor, HR, at the Management Development Institute in Gurgaon.

Gupta says that new teaching practices seem to help: the use of novels, classical literature and plays that draw from different corners of the world and supplement the usual diet of case studies has been a "well-received and effective" way to influence student perspectives. "This," says Gupta, "is based on the feedback we have got from students even after they graduated to work in a business. A good number of B-school students and graduates do feel a strong need to contribute to society." Perhaps the way of doing so is by stressing that business has not changed—what has changed is the perception of what it means to succeed or fail in a business. □

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## Rise in PPOs bring cheer to IIMs amid slowdown fears

Chitra Unnithan | TNN

**Ahmedabad:** Pre-placement offers (PPOs) at the Indian Institutes of Management (IIM) are expected to rise by almost 40% this year, quelling fears of a global hiring freeze. Students are being flooded with PPOs and pre-placement interviews (PPIs), signalling a smooth final placement process in the wake of recessionary trends in the US and Europe.

PPOs/PPIs, which start pouring into IIM campuses by July, are made by firms on the basis of performance during summer internship. Companies use these internships as a key source for full-time hires.

At IIM Kozhikode, offers this year are 40% higher than at the same time last year. G Sridhar, chairperson-placements said, "There were 20 PPIs and 2 PPOs offered around the same time last year, as compared to 23 PPIs and 8 PPOs till date." The total number of PPO/PPIs received at IIM Kozhikode last year



Students are being flooded with PPOs and PPIs, signalling a smooth final placement process in the wake of recessionary trends in US and Europe. IIM Ahmedabad, which awarded 97 PPOs to students last year has not seen any change in recruiter sentiments till now

was 67.

IIM Calcutta has received a total of 66 PPO/PPIs as compared to 50 offers at the same time in 2010. The institute has received multiple offers from the major international financial hubs including New York (Wall Street), London, Singapore, Hong Kong despite the concerns of a financial slowdown.

Sharadh Venkataraman, recruitment coordinator at IIM Calcutta says, "Our estimates indicate the numbers this time are slightly higher. Some of the

major firms in finance and consulting that have given out PPOs include Morgan Stanley, Barclays Capital, RBS, A T Kearney, McKinsey, BCG and Bain."

IIM Ahmedabad, which awarded 97 PPOs to students through internships last year has not seen any change in recruiter sentiments till now.

Similarly, at IIM Bangalore, around 50 companies have made multiple PPOs. Around 50% of the PPOs so far are from strategy consulting organisations and 30% are from finance com-

panies. The rest are from general management, marketing and IT companies. Last year the batch had received a total of 84 PPOs from 47 companies, said Sapna Agarwal, head-career development services.

At IIM Lucknow last year, there were 70 PPOs. Rajesh Aithal, chairperson-placements, said, "Offers are flowing in as we speak and we can safely say that IIM Lucknow has received the highest number of PPOs/PPIs so far amongst all IIMs, with 100% conversion from firms like McKinsey and BCG."

The volatility in the markets has not transpired to the recruitment plans at IIM Indore which has 14 PPOs and 12 PPIs at present. The number is on a sharp rise since last week and higher than last year at this point of time.

Other top business schools like Indian School of Business and Management Development Institute are also witnessing a trend contrary to slowdown.

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