



Indian Institute of Management Lucknow



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“The true test of character is not how much we know how to do, but how we behave when we don’t know what to do.”

-- John Holt



In this Issue

Research Contributions:	
International Papers	01
Research Papers	02
Conference Papers	03
Miscellaneous	05
Lectures/Keynotes delivered	05
Editorial Assignments	06
Leadership Awards	06
Community Affairs	07
Student Activities	07
Alumni Chronicles	08
MDPs	09
From the Press	11
Library	13

RESEARCH PUBLICATIONS

INTERNATIONAL PAPERS



Dash, S.B., and **Saji, K.B.** 2008. “The Role of Consumer Self-Efficacy and Website Social-Presence in Customers’ Adoption of B2C Online Shopping: An Empirical Study in the Indian Context”. *Journal of International Consumer Marketing*, 20(2): 33-48.



Trust has been empirically established as one of the key attributes in business to customer (B2C) e-commerce. The effect of measures to build and maintain trust in B2C Online Shopping is subject to customer-centric behaviour factors, which cannot be controlled by the business firm. The present study conducted in the Indian context (supported by Indian Institute of Management Lucknow through a seed-money project) explored the role of consumer self-

efficacy and website social presence in customer’s adoption of B2C online shopping mediated by trust, perceived usefulness, and perceived risk. The most significant outcome of the study is that the consumer self-efficacy and website social-presence affect trust, perceived usefulness and perceived risk in the online customers, and in turn positively influence the customer’s intention to purchase products online.



RESEARCH PAPERS



Ali, J. 2008. "Productivity and Efficiency in Indian Meat Processing Industry: A DEA Approach", *Indian Journal of Agricultural Economics*. 62(4): 637-648.

This paper evaluates the performance of Indian meat processing industry in terms of total factor productivity (TFP) change, technical efficiency and scale efficiency using data envelopment analysis technique for a period of 1980-81 to 2002-03. The growth in processed meat segment has been significantly increased during 1990-91 to 2002-03 by 4.9 percent per annum as compared to 3.5 percent during 1980-81 to 1990-91. Most of this occurred due to input growth. On an average, TFP grew at a rate of 1.03 percent during 1980-81 to 2002-03.

The average technical efficiency score is estimated to be 0.57 under Constant Return to Scale (CRS) Model and 0.95 under Variable Return to Scale (VRS) Model. On the other hand, average scale efficiency for the entire period is 0.60 which implies that there is considerable under utilization of input resources. The analysis of input slacks shows that inputs such as raw material, capital and energy are not properly utilized and, thus, proper utilization of these factor inputs will enhance productivity and efficiency level in the industry.



Ali, J. 2008. "Livestock, common property resources and rural smallholders in India: A commentary", *International Journal of Agricultural Sustainability*, 4(4): 265-68.

With the emergence of market economy, the livestock sector is now moving towards specialization with increasing involvement of big farmers and investors. Small dairy herds are turning into big dairy farms with capital intensive production technologies. Likewise, backyard poultry is conversing itself into integrated capital-intensive poultry farms. This

phase of livestock sector development does not favour landless and smallholder producers. This paper examines the issues related to common property resources and their implications for sustainable livestock sector development with special reference to the landless and smallholders.



Sahadevan, K.G. 2008. "Mentha Oil Futures and Farmers", *Economic and Political Weekly*, XLIII (4): 72-76, January 26, 2008.

The paper based on a survey carried out in a few major production and market centres in Uttar Pradesh identifies the reasons for lackluster response of farmers to mentha oil futures and explores the ways to make the market more accessible and beneficial to them. The analysis of physical market for mentha oil, its supply chain and marketing practices reveals that with better reach and awareness futures markets can benefit farmers. The paper

identifies certain subjective factors that influence the farmers' decisions to use futures and emphasizes on the need for creating better awareness and necessary institutional capacities including commodity aggregators and warehouse receipt system. A significant increase in the spot market and average export prices of mentha oil and also in the area under mentha cultivation and its production are indications of improved prospects opened up



for farmers after futures trading began in April 2005. The analysis suggests that while the futures market has the potentials to benefit mentha farmers the excessive speculative interests in the market lead to spurious price

discovery and to distortions in spot prices. The futures markets need initiatives for achieving a judicious balance between genuine hedging and speculative interests as both are indispensable for sustainability of the market.

CONFERENCE /SEMINAR PAPERS



Akbar, M. 2008. "How Differently do the Family firms' Governance System Affect the Organizational Practices than the Professionally Managed Firms?", Paper presented in the First Asian Invitational Conference on 'Family Business' on the theme 'Sustaining Growth in Family Business', held at Indian School of Business (ISB) Hyderabad during February 01-03, 2008.

The professional firms suffer from exogenous problems whereas the private family firms suffer from endogenous problems. This latter category is more common in emerging markets family firms. Based on a sample of 157 firms we examine the key characteristic differences in managerial practices of family firms and professional firms and relate them to the possible agency problems. We present the

typology of the firms based on ownership and control and further divided the issues into strategy, organisation and governance issues. We did not find many significant differences among the two firms on these dimensions, except a few. They indicate that family firms suffer from the size, age and transparency disadvantages as compared to professional firms.



Akbar, M. and Joshi, M. 2008. "Endogenous Agency Problems, their Impact and Mitigation in Privately-held Family Firms for Sustaining Growth", Paper presented at the First Asian Invitational Conference on 'Family Business', held at Indian School of Business (ISB), Hyderabad during February 01-03, 2008.

Privately held firms are notorious from the perspective of transparency. The managerial staff has very little access to the financial health of the company; they are often supervised by the family members, the board of directors are key family members. They face difficulty in recruiting and retaining competent technical and managerial staff. Most founding families maintain vice-like grip on their businesses and

do not allow the firm to expand. If expansions are sought, they are typically meant to accommodate growing family members and thus subject to considerable succession disputes. Often owner opportunism, self control and altruism become the destructive agency problems. Based on three case studies key endogenous agency problems are identified and their remedies proposed.





Ali, J. and Nath, T. 2008. "Food Safety and Consumer Protection in India: A Policy Analysis", Paper presented at National Seminar on 'Consumer Protection in India: Problems and Prospects', jointly organized by G.B. Pant Social Science Institute, Allahabad and Centre for Consumer Studies, IIPA, New Delhi, during February 25-26, 2008 at Allahabad.

This paper analyses the emerging issues related to food safety and consumer protection in existing policy environment in the country. The regulations on food safety and consumer protection has been assessed to bring synergizes in effective implementation. The study concludes that the provisions of safe

food need to be assured by proper institutional and policy framework. At present, we have multiple regulations on food safety and protection of consumer's interests which need to address the consumer's concerns in effective and integrated manner.

Chandrasekhar, H. and **Bhasker, B.** 2008. "Negotiating Agents in E-commerce: Prevailing Issues and Challenges in Harnessing the Business Intelligence" in National Conference on 'Application and Trends in Data Warehousing, Data Mining and Data Modelling' (DWDM 08) conference organized by Computer Society of India in Dehradun during February 9-10, 2008.



Software Agents have multiple roles to play in accomplishing second generation Ecommerce. One such considerable role is in negotiation support for online transactions between buyers and sellers. A single negotiation is by itself a complex task involving multiple aspects. Delegating such a complex task to an automated agent is therefore fraught with several open ended issues and challenges. This paper has attempted to explain the negotiation

problem from various aspects which subsequently lead to the identification of the issues and challenges involved in the design of a negotiation model. It also explores the Automated Negotiations literature and constructs taxonomy of the various automated negotiation approaches based on how well they address the identified issues and challenges.

Kulshreshtha, A. and **Srivastava, R.K.** 2008. "An Optimization Approach for Terminal Locations and Train Services on a Linear Intermodal Network", Paper published in proceedings of the 12th International Symposium on Logistics, July 8-10, 2007, Budapest, Hungary: 247-250 (ISBN 978 0 85358 218 2).



In this Paper, we are adressing the issue of selection of intermodal terminals in a linear Rail-Road network. The objective of the suggested optimization model is to select optimal locations for intermodal terminals and optimal

train services in a simultaneous rather than sequential fashion. The situation is modeled as an MILP formulation, providing the terminal locations, train services and also the loading patterns as an output for the program.

Soan, S. S., Mishra, B. N. and **Bhasker, B.** 2008. "Data Mining Issues in Bioinformatics" in National Conference on 'Application and Trends in Data Warehousing, Data Mining and Data Modelling' (DWDM 08) conference organized by Computer Society of India in Dehradun during February 9-10, 2008.



Today, the biological data is expanding with an exponential growth. This growth is reflected in increase in both the size and complexity of

individual databases as well as proliferation of new databases. So, there is ever increasing requirement for both the speed and



sophistication of data analysis to maintain the ability to effectively use the available data. Biological datasets are of facts stored in databases which represent measurement or observations of complex biological systems. The underlying, biological processes are highly interconnected and hierarchical; this complexity is usually not encoded in the data structure, but is a part of "background" knowledge. The complexity of biological data is due both to inherent diversity and complexity of subject matter. Bioinformatics, which is a data intensive field of research, involves

various disciplines viz. databases, visualization techniques, statistical techniques, modeling, pattern matching and data mining. Getting at the hard-won sequence and structure data in a molecular biology databases and functional data in the online biomedical study is a complicated by the size and complexity of databases. Exhaustively searching the raw data and performing the transformations and manipulations on the data through manual operations is impractical. The paper describes techniques for mining the biological data and issues that emerge in bioinformatics.

MISCELLANEOUS



Raja, M.U. 2008. " Electronic Document Delivery: Application of ICT in Document Delivery", (Invited as a Resource Person) Paper presented at the Training Programme on 'Capacity Building in Information Resource Management for Social Scientists' held at Giri Institute of Development Studies, Lucknow during February 21-23, 2008. The programme was sponsored by ICSSR/NASSDOC for teachers, research scholars, library professional and government officials.

Electronic Document Delivery (EDD) offers the convenient option of having articles delivered to you via Electronic Delivery without ever going to the library or waiting for mail delivery. Expect electronic articles to be available on

your virtual desktop a few days sooner than a paper photocopy would arrive on your real desktop. Application of ICT has helped a great deal in providing the EDD to library users, internally as well externally

LECTURES/KEYNOTES ADRESSES DELIVERED

➤ **Prof. Bharat Bhasker** delivered inaugural keynote address titled "An Invitation to Data Mining" at the National Conference on Application and Trends in Data Warehousing, Data Mining and Data Modelling (DWDM 08) conference organized by Computer Society of India in Dehradun on February 9-10, 2008.

➤ **Prof. Sushil kumar** delivered a talk on 'Science and Leadership' at Industrial Toxicology Research Centre, Lucknow during CSIR Programme for Youth and Leadership in Science on January 30, 2008.

...delivered keynote address on 'Environment: Public Good and Carbon Markets' at Dr. K. Rajaratnam Endowment Seminar in Department of Economics, University of Madras on February 25, 2008.



EDITORIAL ASSIGNMENTS

In recognition of the pioneering contributions made to theory building as applied to Mobile Payment Technologies, **Prof. Saji K.B.Nair** has been invited to join the founding Editorial Board of the *International Journal of E-Services and Mobile Applications* (IJESMA) for a period of two years, February 01, 2008 through February 01, 2010. IJESMA is an official publication of the Information Resources Management Association (IRMA), PA, USA.

Prof. Saji K.B.Nair served as reviewer on the editorial review board of the conference proceedings of the American Marketing Association's (AMA) *2008 Winter Marketing Educators' Conference* held at Austin, Texas, USA during February 15-18, 2008. He worked with Prof. Rajesh Chandy of Carlson School of Management, University of Minnesota, and Prof. Jaideep Prabhu of Tanaka Business School, Imperial College London for the track 'Marketing Research, Technology and Innovation'.

IIML NATIONAL LEADERSHIP AWARDS

Lakshmipat Singhanian-IIML National Leadership Awards- 2007, instituted by the Indian Institute of Management Lucknow and J K Group of Industries, were presented by the President, **Smt. Pratibha Devisingh Patil** at a glittering ceremony at New Delhi on February 12, 2008. The awards were given away in three categories:

Category	Leader	Young Leader
Business	Shri Sunil Bharti Mittal	Sh. R. Subramanian
Science & Technology	Dr. Anil Kakodkar	Dr. Atish Dabholkar
Community Service & Social Upliftment	Smt. Aruna Dalmia	Sh. Dipendra Manocha



COMMUNITY AFFAIRS

Saraswati puja was performed on February 11, 2008 in the Samanjasya Hall.



STUDENT ACTIVITIES

Sikandar – The sports fest of IIML

IIML emphasises on the overall development of the students' personality. Outdoor and Indoor sports play an important part of this overall development. Sikandar is an inter-hostel sports festival of IIML in which the hostels are made to fight it out against each other in different sports activities which span across Cricket, Football, Basketball, Volleyball, Table Tennis and Badminton. It started in July and terminated in February engaging the entire student community with excitement across two terms. The festival plays an important role in building a strong bond among the students of the same hostel. Some of the hostels turned out Champions and others identified their potential for the next year.

Farewell to pgp22

The PGP22 students were bid farewell by the students of the PGP23 batch on the 26th February, 2008. It included some splendid dance performances by the students and some on the spot speeches and performances by the students and the faculty. Mementoes were gifted to the entire batch as remembrances from IIML. It was followed by a special dinner served for the occasion. The celebrations continued late at night as it was the last platform that would be available to the parting students. The farewell celebration was an eventful night that would leave a long lasting mark on the minds of each and every student.

Oath taking ceremony

In between these two auspicious events, IIML witnessed the formation of the new council that swore to act as an important channel connecting the students and the administration. The previous year's council handed over the baton of responsibilities to this new group of students, which included: President - Chintan Dholakia; Treasurer – Aayush Killa; Academic Secretary – Abhay Pandey; Mess Secretary – Nirav Sangani; Sports Secretary – Puneet Sood; Cultural Secretary – Honey Arun



ALUMNI ASSOCIATION CHRONICLES

Sessions and Workshops:

A number of talks and sessions on a variety of subjects were held in the month of February for both the first year as well as the second year students. The talks are conducted with the aim of transferring industry experience and knowledge from the alumni to the students and focus on a specific career or domain such as Investment banking, consulting, marketing, operations etc. This series of talks started with Jaideep Deodhar (1996) who took a session on 'Careers in Operations'. His talk focused on Supply Chain Management, IT and BPO, Retail, Consulting and Manufacturing. Next in line was a talk on 'Careers in the world of Banking' taken by Abhishek Shrivastava (Capital markets-Sales), Deutsche Bank and Shefali Pathak (Credit Risk Management), Deutsche Bank, both from the batch of 2007. Next up was Sanjay Khanduri, Associate Director with Standard Chartered, Hong Kong (1997) and also a Wharton graduate. He took a highly insightful session dedicated to investment banking. Lastly, K. R. Venkatadri (1991), Head of the International Business Division at Tata Rallis took a session on the FMCG industry.

Placement Preparatory Workshop

The placement preparatory workshop for the second year students was conducted on 23rd and 24th of February, 2008 by Sumonnoy Ghosh (1994), Anshu Prasher (2006) and Divyansh Johar (2006). The workshop comprised of mock interviews cum feedback sessions where each student gets the opportunity to get interviewed by an alumnus for around 30 to 45 minutes. The workshop focused on testing and facilitating improvement in both domain knowledge as well as soft skills.

Elective Selection Workshop

A workshop aimed at educating the first year students to choose the right mix of electives for the career they wish to pursue was held on the 24th of February 27, 2008. The session was taken by Anshu Prasher (2006). The session focused on understanding the utility of each elective and its application in the real world, recommending the most useful combination for careers like investment banking, corporate finance, marketing, consulting and supply chain management.



MANAGEMENT DEVELOPEMENT PROGRAMMES

Name of Programme	Duration	Programme Director	Venue
Finance for Non-Finance Executives	Feb. 4-8, 2008	Prof. M Karmakar	IIML
Leadership for Innovation in Agriculture	Feb. 4-8, 2008	Prof. Sushil Kumar (AMC)	IIML
General Management Programme	Feb. 4-15, 2008	Prof. Archana Shukla	IIML
Effective Communication for Managerial Success	Feb. 7-9, 2008	Prof. Neerja Pande	New Delhi
General Management Programme for BPCL Executives	Feb. 11-17, 2008	Prof. Archana Shukla	IIML
Advanced Management Programme for RBI Executives	Feb. 11-23, 2008	Prof. Pankaj Kumar and Prof. A Vinay Kumar	IIML, Singapore and Malaysia
Personal Growth through Self Exploration	Feb. 18-22, 2008	Prof. Shailendra Singh	IIML
General Management Programme for Defence Officers	Feb. 18 – Aug. 1, 2008	Prof. Sushil Kumar (AMC) and Prof. Ajay K Garg	IIML
Problem Solving Skills for Effective Performance	Feb. 25-27, 2008	Prof. Sushil Kumar	IIML
Contract Management and Arbitration for ONGC Executives	Feb. 25-29, 2008	Prof. D S Sengar	IIML
Training Need Analysis	Feb. 27-29, 2008	Prof. M K Awasthi	IIML

FORTHCOMING MDPs

Name of Programme	Duration	Programme Director	Venue
Strategic Market Planning for Profitability and Growth	Mar. 3-7, 2008	Prof. Saji K B Nair	New Delhi
Public-Private Partnership for Innovation in Agriculture	Mar. 3-8, 2008	Prof. Sushil Kumar (AMC) & Prof. Jabir Ali	IIML
AMP for ONGC Executives	Mar. 17-Apr. 17, 2008		IIML & Europe
Marketing and Transport Economics for IRTS Officers	Mar. 17 – Apr. 11, 2008	Prof. Sangeeta D Misra & Prof. Saji K B Nair	IIML
MDP for the executives of Kendriya Vidyalaya Samiti	Mar. 24-26, 2008	Prof. Archana Shukla	IIML
Policy, Monitoring and Evaluation	Mar. 24-28, 2008	Prof. M K Awasthi	IIML
Finance for Non-Finance Executives	Apr. 15-19, 2008	Prof. Manoj Kumar	IIML
Advanced Management Programme for the Executives of Singareni Collieries Co. Ltd.	Apr. 14-19, 2008		IIML



Name of Programme	Duration	Programme Director	Venue
Effective Communication for Managerial Success	Apr. 21-23, 2008	Prof. Neerja Pande	New Delhi
Commodity Futures Trading and Market Operations	Apr. 23-25, 2008	Prof. K G Sahadevan	IIML



Business Line

'Business houses should take social responsibility beyond profits'

Corporate governance and responsibility have key role: Pratibha Patil

Our Bureau

New Delhi, Feb. 12

Companies should look beyond profits and must invest in the well being of the society as well. Science and technology, community services and social upliftment are also the other aspects of the corporate world which represent a holistic approach, the President, Ms Pratibha Devisingh Patil, said here on Tuesday.

Asking companies to develop a self-imposed code of conduct, the President observed that corporate governance and responsibility have a key role as the industry grows.

"A set of principles voluntarily agreed to by the business world and corporate houses in India could be developed into a self-imposed code of conduct," Ms Patil said addressing a function to present the fourth Lakshmi-pat Singhanian-IIM Lucknow National Leadership Awards here.

"While, undoubtedly, car-



Mr Rajan Bharti Mittal, MD, Bharti Enterprises receiving Lakshmi-pat Singhanian IIM Lucknow National Leadership award (Business), on behalf of Mr Sunil Bharti Mittal, from the President, Ms Pratibha Patil in the Capital on Tuesday. Also seen is Mr H.S. Singhanian, Chairman, JK Organisation. — Ramesh Sharma

rying out business is the basic function of industry, there is a constant need to use better methods of production and innovative technologies to improve productivity. Industry should extend support to

scientific and research institutions to retain the cutting edge," she said.

The President said people will have to be encouraged to become entrepreneurs and Indian Institute of Manage-

ments should focus on promoting entrepreneurship and related skills that can make medium and small enterprises successful and also provide such enterprises various support services, partic-

ularly business development services.

Ms Patil asked companies, especially those in the communications field, to generate awareness among their customers about the need for getting children immunised, prevent child marriages and female foeticide or reminding them the due date for payment of their taxes.

The awards were conferred on Bharti Group Chairman, Mr Sunil Bharti Mittal (Business), Atomic Energy Commission head, Mr Anil Kakodkar (Science and Technology) and Akshay Pratishtan Founder, Ms Aruna Dalmia (Community Service).

In the 'Young Leader' category, the award was given to Subhiksha MD, Mr R. Subramanian, scientist Mr Atish Dabholkar and National Association for Blind Director Mr Dipendra Manocha.

Those present on the occasion included the Union HRD Minister, Mr Arjun Singh.

दैनिक भास्कर

स्तर के लिए अहम है इंडस्ट्री और फैकल्टी

इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट (आईआईएम) लखनऊ के डायरेक्टर डॉ. देवीसिंह शनिवार को जयपुर में थे। इस दौरान सिटी भास्कर ने उनसे एक्सक्लूसिव बातचीत की

सिटी रिपोर्टर

जयपुरिया इंस्टीट्यूट ऑफ मैनेजमेंट में एनुअल फेस्ट में मेजर डॉक के लिए आए डॉ. देवीसिंह ने बताया कि मैंने अपनी पढ़ाई जयपुर से ही की है। उन्होंने कहा कि मुझे गर्व है कि मैं राजस्थान से हूँ। मेरे प्रयासों के अलावा यहां की मिट्टी में भी कुछ खास है कि मैं इस मुकाम तक पहुंचा।

राजस्थान में मैनेजमेंट इंस्टीट्यूट के स्तर के बारे में उन्होंने कहा कि यहां अभी काफी सुधार की जरूरत है। हालांकि सुधार हुआ है लेकिन कुछ आधारभूत समस्याएँ हैं जिनके

कारण एजुकेशन के मामले में राजस्थान पिछड़ा हुआ है। राजस्थान में अन्य राज्यों की तरह इंडस्ट्री नहीं है, जबकि मैनेजमेंट स्टडीज के लिए इंडस्ट्री इंटरएक्शन बेहद जरूरी है। अच्छे इंस्टीट्यूट के लिए अच्छी फैकल्टी होना जरूरी है। राजस्थान में अच्छी फैकल्टी है लेकिन बहुत कम है। पिछले दस साल में यहां मैनेजमेंट



डॉ. देवीसिंह।

इंस्टीट्यूट काफी बढ़ गए हैं। लेकिन स्टडी का स्तर बढ़ाने के लिए राज्य सरकार को कड़े प्रयास करने होंगे। ताकि यहां के स्टूडेंट्स को भी इंडस्ट्री और अच्छी फैकल्टी उपलब्ध हो सके। आईआईएम जैसे संस्थानों के बारे में उन्होंने कहा कि इनको बनाया ही इस सिद्धांत पर जाता है कि ये इंस्टीट्यूट ऑफ एक्सलेंस बनें। उनका

खजेट भी काफी होता है। इसलिए आईआईएम जैसे संस्थानों से यहां के इंस्टीट्यूट्स की तुलना करना सही नहीं है। क्षेत्रफल के लिहाज से राजस्थान देश का सबसे बड़ा राज्य है, इसलिए यहां एक आईआईएम होना ही चाहिए। आईआईटी और आईआईएम आने से शिक्षा के स्तर पर काफी फर्क पड़ेगा।

सिंह ने कहा कि आने वाले कुछ साल में जयपुर एजुकेशन डेव होना, क्योंकि इंडस्ट्री यहां का रुख कर रही है। दिल्ली और मुम्बई से कर्नेलिटिविटी भी बेहतर हो गई है। यहां लॉ एंड ऑर्डर और इंफ्रास्ट्रक्चर भी अच्छा है।

Student Consultants

February 4, 2008

IIM-Lucknow has launched a student-led initiative 'Aetius' for getting live projects for students to work on. Aetius attempts to concretise the efforts, and target corporates for projects through a more professional set-up. The initiative was kicked off with the launch of its first project for its client Zenesys, which according to IIM-L makes it the country's first-ever student run body, providing fee based services to corporate clients and is positioned along the concept of 'Consulting Clubs' at B-Schools like Harvard. Aetius is now in talks with several clients for a sustainable relation in terms of projects, apart from the one-off projects they get from some of the other firms.

Navodayas, IIM team up to go beyond classrooms

Senior Administrators Are Trained In IIM, Lucknow, To Pick Up Expertise In Career Counselling & Team Building

To take education beyond the classroom and blackboard, senior administrators of the Navodaya vidyalayas, or elite state-run schools, have been trained at Indian Institute of Management (IIM), Lucknow, to pick up expertise in career counselling, change management and team building among others. "The aim is to make our students grow as complete and successful individuals," A.N. Ramachandra, deputy commissioner of the Navodaya Vidyalaya Samiti (NVS), said. About 23 assistant and deputy commissioners of the NVS from across the country trained at the Lucknow campus for five days last month.

Sushil Kumar, an IIM Lucknow Professor, said: "These senior administrators need to learn new things, so that they can teach the school principals and reap the benefits at school levels. We told them how to use audio, video and digital materials to broaden students' perspective about a subject. We also told them to use various mediums of communication to handle classroom theories."

.. NVS is an autonomous body under the ministry of human resource development with the minister as its chairman. More such capsule management courses are on the anvil for other Navodaya Vidyalaya administrators.



सेना के लिए मैनेजमेंट कार्यक्रम
इंडियन इंस्टीट्यूट ऑफ मैनेजमेंट, लखनऊ ने हाल ही में सैन्य अधिकारियों के लिए मैनेजमेंट पाठ्यक्रम को शुरुआत की घोषणा की। इसकी अवधि छह माह है। इस कड़ी में संस्थान पहले दो कार्यक्रम चला चुका है, यह तीसरा होगा। यह कार्यक्रम शॉर्ट सर्विस कमीशन के अलावा अन्य अधिकारियों के लिए भी होगा। इस कार्यक्रम का उद्घाटन हाल ही में लखनऊ में मेजर जनरल एस जी चटर्जी ने किया। इस वर्ष कुल 65 अधिकारियों को प्रशिक्षण के लिए चुना गया है। इनमें नौ महिला अधिकारी भी शामिल हैं।



Business leaders hail sops-play

February 29, 2008

Captains of industry give a round of applause to the Finance Minister's budget.

....Devi Singh, Director, IIM Lucknow said that the FM has shown that the government means business when it comes to education sector. Hiking the education outlay by 20 per cent is a very forward looking measure. "Setting up higher schools and colleges of learning like IITs, IIMs as well as opening up of new central universities will ensure that quality education is provided to all," he added. Arvind Mathew, President and Managing Director, Ford India said that it is a mixed bag for the auto industry. "Despite long requesting for the rationalisation of the excise duties on the various segments, but it was disappointing to see that our request on uniform excise tax has been neglected for yet another year.



GYANODAYA- LATEST ARRIVALS**ACCOUNTING**

Advances in accounting education teaching and curriculum innovations / edited by Bill N Schwartz and J Edward Ketz — Amsterdam: Elsevier, 2005. 372 p; 24 cm.

AGRICULTURE

Gaur, A C - Handbook of organic farming and biofertilizers.— India: Ambica, 2006. 667 p; 23 cm.

BUSINESS ETHICS

Reynolds, W George - Ethics in information technology.—2nd ed— Australia: Thomson, 2007. 350 p; 25 cm.

BUSINESS INTELLIGENCE

Business intelligence techniques: a perspective from accounting and finance / edited by Murugan Anandarajan, Asokan Anandarajan and Cadambi A Srinivasan.- New York: Springer, 2004. 268 p; 24 cm.

COMMUNICATION

Communication skills for extension workers / edited by P N Kalla...[et al.]— Udiapur: Agrotech, 2006. 192 p; 22 cm.

COMPUTER & INFORMATION SYSTEMS(CIS)

Building web services with Java: making sense of XML, SOAP, WSDL, and UDDI / Steve Graham ...[et al.]—2nd ed—New Delhi: Pearson, 2008. 792 p; 24 cm.

ECONOMICS

Dancing with giants: China, India, and the global economy / edited by L Alan Winters and Shahid Yusuf.— Washington: World Bank, 2007. 272 p; 23 cm.

LABOUR ECONOMICS

Becker, Gary S - The Economics of discrimination.—2nd ed— Chicago: University of Chicago Press, 1971. 167 p; 21 cm.

MATHEMATICS & STATISTICS

Haddad, Abraham H - Probabilistic systems and random signals.— New Jersey: Pearson, 2006. 430 p; 25 cm.

PSYCHOLOGY

Balachandran, P - Making a difference: insights and strategies.— New Delhi: Skylark, 2005. 134 p; 22 cm.

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

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