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## Research Publications

### Papers Published

Shalabh, Gaurav Garg and Neeraj Misra, "Estimation of Regression Coefficients in a Restricted Measurement Error Model Using Instrumental Variables", *Communications in Statistics Theory and Methods*, 40: 36143629, 2011



The use of instrumental variable approach is extended in measurement error models to the case when regression coefficients are subjected to exact linear restrictions. Some consistent estimators of regression coefficients are obtained which satisfy the restrictions also. We do not make any assumption the distribution of measurement errors and they need not to have necessarily a normal distribution

The asymptotic properties of the estimators are studied. A simulation study is simultaneously conducted to investigate the finite sample properties and compare the efficiencies of the proposed estimators.

Saji, K.B., Theoretical perspectives in marketing. *Research World*, 8 (2011) : 21-24 (ISSN 0974-2751)



This research note highlights the importance of theory building for doctoral research in marketing. The marketing theory provides a foundation for research process in marketing, and is defined as a systematically related set of statements linked to any marketing phenomenon including some law like generalizations that is empirically testable. By expounding the purpose of marketing theory as to explain and predict a marketing phenomenon, the author stresses upon the importance of useable ignorance in building marketing theory.

Not knowing is the starting line for any important intellectual journey in marketing. Getting things right requires an engagement with being wrong. Capitalizing on the theoretical perspectives in marketing contributed by Sheth et al (1988), this research note accentuates the need to fix a reliable path using available schools of marketing thought for building an effective marketing theory

Saji, K.B., Assessing the international competitiveness of Indian manufacturing industry: Exploring a rational approach. *International Journal of Business Strategy*, 11 (1) (2011) :180-185 (ISSN: 1553-9563),

The import substitution industrialization strategy adopted by India in the post-independence era had helped her economy to engender a process of rapid yet unsustainable economic growth. A balance-of-payments crisis in the beginning of 1990s had led the Indian economy to initiate stabilization and structural adjustment programs, the essence of which turned out to be an export-oriented growth strategy that was followed later. Several studies have been reported in the extant literature on business and economics that attempted to assess the performance of the Indian industry in the liberalized era.

However, there are very few studies that attempted to assess the competitiveness of the Indian manufacturing industry at the international level. It is with this perspective that the present exploratory study has been initiated so as to arrive at a rational approach for assessing the international competitiveness of Indian manufacturing industry. The paper reports the preliminary outcomes of the study

## Research Publications



Dwivedi, Neeraj and Singh, Arvinder, Piramal Diagnostics, *Asian Case Research Journal*, 15(1)(2011) : 97-121 . World Scientific Publishing. [Http://www.worldscinet.com/acrj/15/1501/S0218927511001484.html](http://www.worldscinet.com/acrj/15/1501/S0218927511001484.html)

The case presents a decision situation facing the Vice President of strategic planning at Piramal Diagnostics Limited, who has to formulate the future growth strategy and decide on the roadmap. The company is the largest player in the organized medical diagnostics industry in India and has shown attractive growth in the past few years.

The case describes the structural characteristics of the medical diagnostics industry in India and follows it with a description of the strengths and weaknesses of Piramal Diagnostics and the strategies adopted by it. The Vice President is expected to choose an appropriate strategic option to help the company achieve its ambitious growth target



Hemalatha Chandrasekhar and Bharat Bhasker, "Personalized Recommender System Using Entropy Based Collaborative Filtering Technique", *Journal of Electronic Commerce Research*, 12(3)(2011): 214-237

This paper introduces a novel collaborative filtering recommender system for ecommerce which copes reasonably well with the ratings sparsity issue through the use of the notion of selective predictability and the use of the information theoretic measure known as entropy to estimate the same. It exploits the predictable portion(s) of apparently complex relationships between users when picking out

mentors for an active user. The potential of the proposed approach in providing novel as well as good quality recommendations have been demonstrated through comparative experiments on popular datasets such as MovieLens and Jester.

The approach's additional capability to come up with explanations for its recommendations will enhance the user's comfort level in accepting the personalized recommendations.

Keywords : Recommender System, Collaborative Filtering, Personalization, Entropy, Ecommerce



D. Tripathi Rao and Krishna Mahale, "Growth in Exports of Services of India: Exogenous Human Capital, Labour Market Infirmities and Complementing Foreign Capital", *Transnational Corporation Review*, 3(3)(September 2011, 1-11), edited by Ottawa United Learning Academy, published by Denfar Transnational Development, Canada, Doi: 10.5148/tncr.2011.1130, ISSN 1918-6444 (Print), ISSN 1925-2099 (Online)

This article explores the determinants of exports of services of India through an augmented-gravity model. It finds that (i) the dampening effect of distance on the exports of services declines over time, (ii) exports of services exhibit growth potential under favorable trading conditions, per se, economic freedom of trading partner, as it is found to be positively associated with and an important determinant of India's services exports, (iii) overall, the determinants for exports of services are different compared to exports of goods, and (iv) while market size and geography (distance and remoteness) matter for exports of goods both in the short- and long- run, exports of services are purely driven by exogenous human capital accumulation; wherein human capital may be causing an endogenous growth in exports of services due to labour market infirmities.

It highlights that the human capital to physical capital ratios may converge (unconventionally) to a steady state signaling investment in physical capital and innovation in services; ; the latter is an unavoidable phenomenon resulting in the realisation of a complete product life-cycle beginning from introduction to maturity and decline stages for the entire services sector

Keywords : Services, augmented-gravity, capital accumulation, labor market infirmities and endogenous growth

## Conference/Seminar Publications



Aniruddha, Sanjay Dhir, Arun Kumar Jain, Does Innovation Capability Aid Firms to Outrun Top Performing Firms? - A Study of Germany's Fortune 500 Firms, paper presented at International Academic of Management, Tokyo, Japan during July 12-15, 2011

Innovation is the key to national competitive advantage". This paper analyzes this statement in the other way round i.e. does nation play a role in firm's innovations? The paper studies innovation of comparable firms in US and Germany, since 1800, and find the underlying impact of 'Nation' on the three types of innovations i.e. Incremental, Architectural and Discontinuous.

This paper subjects the Porter's CAN (Competitive Advantage of Nations) model to deeper analysis by differentiating various innovation paths adopted by nations to gain advantage and concluding that innovations can be explained by differences in country capabilities as compared to industry capabilities

## Research Publications

Manish Ganvir, Ajay Singal, Arun Kumar Jain, "Degree Of Internationalization Of Indian Firms - A Fresh Approach To Theory Building" paper presented at Academic of Management, 2011 San Antonio, USA during August 12-16, 2011

The concept of Degree of Internationalization (DOI) has been of interest to Strategy and International Business scholars. This paper examines the construct of DOI for Indian firms and presents some exploratory insights. We construct and examine a composite index of DOI of largest Indian firms. This paper then identifies and highlights the importance of 'Vision' of firm in determining the internationalization trajectory of the firms.

Literature on Internationalisation process provides ample evidence of both single variable based and composite indexes been used by various researchers to define degree of internationalization. It is noted that the reliability of single item index is questionable given the multi-dimensional nature of MNE activities as Internationalization is too broad a domain to be captured through a single measure. Single item measures have shown inconsistent findings reported by various studies (Sullivan, 1994)

However, the composite indices propagated by Sullivan (1994), Ietto-Gillies (1998), UNCTAD (2004), Hassel et al. (2003), Curwen et al. (2006) differ in variables, industry context and methodology.

This paper improves upon previous frameworks for DOI. The findings are consistent with scholarly views that internationalization is a complex multi-dimensional process and DOI is subject to changes as firms internationalize further



Saini Das, Arunabha Mukhopadhyay and Manoj Anand, Determining the stock market response to public announcement of an information security breach using firm and attack characteristics, paper presented at CISTM, 2011, Porto Alegre - Rio Grande do Sul, Brazil, May 2011

Information security breaches have increased in e-commerce and financial organizations over the last few years. Hence, it is important to assess their severity for risk management. In this paper we study the abnormal stock market response (i.e., CAR) to a publicly announced information security breach on a firm. We determine the causal factors that lead to high negative abnormal market response using (i) attack specific (i.e., type of attack and its damage potency) and (ii) firm specific characteristics (i.e., firm type, size and performance). Based on this, a firm can decide on the IT security measures to be employed in order to minimise the damage caused by an attack that it is prone to.

It is observed that small and medium (SME) sized internet-specific companies having low invested capital are prone to high severity attacks (such as Distributed Denial of Service (DDoS) and Denial of Service (DoS)) of medium damage potency. Similarly, large sized BFSI firms with high invested capital are more liable to high severity attacks (such as confidentiality theft) of very serious damage potency. Such attack announcements lead to significant negative abnormal stock market return



Payal Mehra, "Socio-demographic Influencers on Patient Provider Interactions and Outcomes: Emerging Economy Perspectives" paper presented in ICBM-2011 held at Izmir, Turkey between 15-17th April, 2011. Paper published in proceedings. [http://www.sobiad.org/eJOURNALS/journal\\_IJBM/index.html](http://www.sobiad.org/eJOURNALS/journal_IJBM/index.html)

There has been relatively little research on perceptions of patients regarding physicians in India. This study examines the socio-demographic influencers that impact on the patient provider interactions in an urban city of India (Lucknow, Uttar Pradesh). The findings of the research, which is currently in the pilot study phase, reveals that patients are greatly influenced by the quality of medical facilities and infrastructure, attention; empathy and knowledge and expertise of the physicians in general. While patients regard empathy, comforting words, communicating clearly and lucidly, guiding decisions, advising and listening ability as important communication behaviors of the physicians, yet a positive in-clinic experience is linked to the technical expertise and greater consultation time rather than perceived empathy and informal talks shared by the physician with the patients.

The patients however record only moderate satisfaction in overall In-clinic experience. Physicians are valued more for technical expertise rather than empathy (perhaps the physicians prefer it this way). The research concludes that 'empathy' is not much an expected behavior from physicians (although it is preferred) but expertise is; it recommends that physicians need to communicate more for better outcomes (positive in clinic experience, in this case) to reach global standards of medical care.



## Working Papers

Ghosh, S K & Kumar Pankaj. Linking Work-Life Benefits and work-Life Balance: A Double Mediation Model. IIML Working Paper Series. WPS 2011-121/05

Work-life balance is one of the biggest cause of concern for employees in India and other emerging economies. To help employees integrate their work and non-work domains, organizations are introducing work-life benefits and policies. Based on a review of the extant literature, we propose a double-mediation model with respect to the relationship between work-life benefits and work-life balance. Perceived benefit value and benefit use are both identified as important, and separate, mediating variables in the relationship. Employee's household structure and gender, organizational support for work-life balance and supervisor's support are identified as important moderators for the relationships.

The study attempts to provide researchers a better understanding of the nature of the relationship between the organizational level work-life balance initiatives and individual employee's work-life balance, and all the other intervening variables which affects the relationship



## Research Publications

### Case Studies



Mital Amita (2011) Melodies of Hindusthan Musical Products Inreco IIML Case Series 2011/01

Hindusthan Musical Products, incorporated in 1932 by Mr. Chandi Charan Saha, was among the pioneers in the music recording industry in India and launched some famous artistes and composers. It reached its pinnacle in 1948, however, following India's independence, with the advent of licence raj and restrictions on business, coupled with the film making hub shifting to Bombay, the firm reached its lowest ebb. A series of environmental discontinuities like the Indo-Pak war, technological breakthroughs, demographic changes and abundance of piracy provided several threats to survival, but also presented unforeseen opportunities. By 2011, the company could just break even and was struggling for survival.

Mr. Sovan Lal Saha, son of the founder and the Managing Director of the company, was exploring the alternatives he had in the face of these threats and trying to find a way to make his company survive.

The case is suitable for MBA students in understanding industry competitive advantage and strategy formulation. It also provides insights into building core competencies while being wary that they do not become core rigidities. It looks at how strategic decision makers generate alternative strategies and select the best from among them to meet the enterprise objectives.

Key words: Strategy Formulation, Industry Structure, Industry Transformation, Core Competence, Music Industry

Mital Amita (2011) Karuturi : From Bed of Roses to Bowl of Rice IIML Case Series 2011/02

Karuturi Global, incorporated in 1994 was the largest producer of cut roses in the world. They were a low cost integrated player with global presence for nearly all varieties of roses straddling different price points. The business model was based on geographic arbitrage to remain insulated from adverse climatic and geo-political conditions.

Having established itself as a leading player in floriculture the company was diversifying into agriculture and food processing by leveraging its competence in managing land acquisition and production at low labor cost using low chemical inputs. The firm was also leveraging synergies among the related businesses

The case is suitable for MBA students in understanding diversification, corporate level strategy, international strategy, operational strategy and implementation issues

Key words: Strategy Formulation, Diversification, Corporate Strategy, International Strategy, Operational Strategy, Strategy Implementation

## Non Academic Publications



Prof. A.K. Jain's articles in Financial Chronicle.

- Anna's experiments with ahimsa, Aug 22, 2011,

In a seamlessly connected world life can change quickly and quite dramatically. Not only of individuals or firms but also of nations! Less than two months ago.....

For full article see: <http://www.mydigitalfc.com/op-ed/anna%E2%80%99s-experiments-ahimsa-107>

- Handling corporate fraud risk, Aug 08, 2011,

Capitalism attempts to elevate wealth creation as a lofty ideal. At a metaphysical level it is about raising the souls and releasing the human spirit.....

For full article see: <http://www.mydigitalfc.com/op-ed/handling-corporate-fraud-risk-020>

## Editorial Assignments



Prof. Saji K.B. Nair served on the editorial review board of the conference proceedings of the American Marketing Association's (AMA) 2011 Summer Marketing Educators' Conference held at San Francisco, CA, USA during August 5-7, 2011. He contributed for two tracks, viz. New Product Design and Development, Product Management, and Entrepreneurship; and Inter-Organizational Issues in Marketing

## Other Assignments



Prof. Samir Srivastava has accepted the invitation to serve as a Member of the Technical Committee for the upcoming Annual International Conference on Enterprise Resource Planning & Supply Chain Management (ERP-SCM) to be held in Bali, Indonesia during April 2-3, 2012. Details are available at: <http://www.erp-scm.org/Committee.html>

## Other Assignments

Prof. Roshan Lal Raina, co-chaired a panel discussion session on "Innovative Library Services in Digital Era" in the Seminar organized by the Indira Gandhi National Centre for the Arts and SATKAL, on August 27 in New Delhi



Prof. Arunabha Mukhopadhyay was invited as a guest speaker at TRAI's seminar on: "Next Generation Networks(NGN)-Implementations and Implications". Topic of his session was: "Business case for NGN", organised in New Delhi from 25-26th August 2011.



Prof. Arun Kumar Jain delivered the inaugural address at the 'ICSI Corporate Governance Week 2011' organized by the Institute of Company Secretaries of India at Delhi on Aug 08, 2011. Justice R C Lahoti, former Hon'ble Chief Justice of India was the chief guest on the occasion. The valedictory was delivered by Hon'ble V Moily, Minister for Corporate Affairs



Professor Payal Mehra was invited as distinguished guest to an interactive session on Skills Agenda for Uttar Pradesh organised by CII on July 1, 2011.



## Awards & Recognition

Mr. Kedar Joshi, Fellow Student in OM Area, received the "Excellent Paper Award" for the paper he presented on "Evaluating Criteria for Selection of Suppliers in Build-to-Order Supply Chain" at the 8th International Symposium on Management Engineering, held in Taipei, Taiwan during August 22-25, 2011. Prof. K N Singh and Prof. Sushil Kumar are co-authors for the paper.

## New Joining

Dr. Anirban Chakraborty has joined the Institute as Assistant Professor w.e.f. August 8, 2011 (forenoon) in the Marketing Management Area. Dr. Chakraborty has completed his FPM from IIM Bangalore, in the area of Marketing. His area of interest in teaching and research are Service Marketing, Relationship Marketing and Marketing Research.



## Management Development Programs

### Forthcoming

S.No.	Program Title	Program Director	Date	Venue
1	Sales Force Management and Distribution Strategies	Prof. Rajeev Kumra	September 05-07, 2011	Noida
2	Internet Marketing	Prof. Moutusy Maity	September 15-17, 2011	Noida
3	Operations Planning and Control	Prof. Prof. N. Narayanan	September 26-29, 2011	Noida
4	Effective Store Management	Prof. Devashish Das Gupta	September 26-28, 2011	Noida
5	Team Building	Prof. Archana Shukla	September 28-30, 2011	Noida

### Concluded

S.No.	Program Title	Program Director	Date	Venue
1	Managing Innovation and Product Development	Prof. Atanu Chaudhuri	August 1-2, 2011	Noida
2	Creativity and Innovation (NAIP)	Prof. Sushil Kumar (CFAM)	August 1-3, 2011	Lucknow
3	Personal Growth through Self Exploration	Prof. Shailendra Singh	August 1-5, 2011	Lucknow
4	Data Mining and GIS for Decision Support in Agriculture (NAIP)	Prof. Jabir Ali Prof. Ashwani Kumar	August 1-12, 2011	Lucknow
5	GMP for IA & AS Officer Trainees	Prof. Ajay K Garg Prof. Yamini P Sahay	August 1, 2011 September 9, 2011	Lucknow
6	Executive General Management Programme (EGMP-02) (Valedictory module)	Prof. N K Gupta	August 3-5, 2011	Noida
7	Strategy for Effective People Management for Public Prosecution Officers	Prof. S M Satish Prof. Yasmeen Rizvi	August 8-10, 2011	Lucknow
8	Effective Leadership for Principals of Navodaya Vidyalaya Samiti	Prof. Sushil Kumar (CFAM) Prof. R K Srivastava	August 8-12, 2011	Lucknow
9	Strategy for Effective People Management for Public Prosecution Officers	Prof. S M Satish Prof. Yasmeen Rizvi	August 11-13, 2011	Lucknow
10	Strategic Finance for Non-Finance Executives for BEL	Prof. S C Bansal	August 22-26, 2011	Noida
11	Understanding Self for Managerial Excellence for NHPC Executives	Prof. Pankaj Kumar	August 24-27, 2011	Lucknow

## Events

## Lucknow

## Independence Day

IIM Lucknow celebrated 65th Independence Day on 15th August 2011. A flag-raising ceremony was held followed by cultural functions to commemorate the birth of independent India. Preparations for celebrating the day had started well in advance and there was all-round participation from the students, staff and their family members.



## Aarohan 2011

Members of Spic Macay, IIM Lucknow Chapter, organized Aarohan in the campus on 18th August 2011. The classical cultural night was filled with performances from the students of IIM Lucknow who are interested in the classical art forms. The event started with auspicious lighting of the lamp by Prof. Sukumar Nandi and Ms. Shruti Shirodkar, Vice Chancellor, Bhatkhande University. It was followed by an invocation song by Swetha, PGP26 student, which set the tone for the performances to follow. Carnatic vocal performances by first year students, Akshaya, Kartik and Srinath capably accompanied by Aditya, Vishal and Anant kept the audiences enthralled. It was followed by a fusion performance by IIM Lucknow's musical band 3.4, which also included a mesmerizing jugal bandi with tabla and drums.

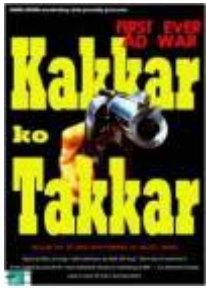


## Remote Interaction with Ms. Kiran Mazumdar Shaw

The Entrepreneurship Cell organized a lecture by Ms. Kiran Mazumdar Shaw, founder, Biocon Ltd on 22 August, 2011. The session was conducted through the Alumni Association's videoconferencing facilities under the Remote Interaction program. Ms. Kiran spoke about entrepreneurship in emerging economies, giving an interesting and inspiring account of her entrepreneurial journey. She emphasized the need for nurturing an entrepreneurial spirit in the current dynamically changing environment, and the importance of entrepreneurship for creating jobs in the country. She also stressed the importance of innovation in the success of entrepreneurship. Her talk also emphasized that while entrepreneurship has been traditionally misconstrued as an option for risk-takers, it is actually about risk management and not risk taking.



## Noida



## Kakkar Ko Takkar

The perception that there is no humane face to management education was proved wrong by IPMX students of IIM Lucknow Noida campus on August 17, 2011. With limited resources and a shoe-string budget, the executive MBA students of the institute shot creative advertisements on social issues ranging from child labour to malnourishment. IIM Lucknow Noida Campus organised an Ad contest aptly termed 'Kakkar ko Takkar' (students throwing a challenge to celebrated adman Prahlad Kakkar), where the participant teams had to come up with a 60 seconds video campaign on social issues. The competition was held in two phases. In the first round, the Ads were judged by one of IIML's professors from marketing faculty and the shortlisted one's than moved to round two, to be judged by panel of eminent personalities. The final stage of the competition started with Dean (IIM Lucknow Noida Campus) Prof Archana Shukla and Professor Rajeev Kumra, a senior faculty member from Marketing area welcoming the chief guest, Mr. Barun Das, the CEO of Zee Television. IPMX student Dr Pratibha Dabas walked away with the honours with her innovative ad on child malnourishment. Through powerful images set in the backdrop of moving music, she highlighted the shocking tale of children in dark and neglected corners of the world dying of malnutrition. The team of Rajbeer Kaur, Chandrakala and Saurabh

## Leadership Talk Series

Mr. Amandeep Gupta, HR and Executive Director, Dalmia Cement

Mr. Rohit Bansal, Vice President, EXL Services

Mr. Ambarish Dasgupta, Executive Director – Consulting, Pricewaterhouse Coopers





Name of the Publication : Pioneer  
Edition : All editions  
Date : 02/8/11

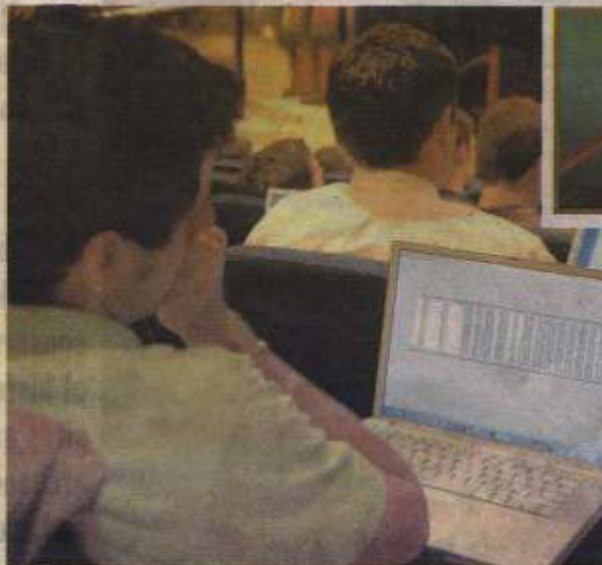
## Online MBA for executives

Online MBA for executives IIM-Lucknow's Noida campus has rolled out online courses for working executives. SHIBAJI ROYCHOUDHURY brings you a report on this growing trend

There's hope for those who wanted to join IIM but couldn't do so due to financial reasons or time constraints: IIM-Lucknow's Noida campus brings world-class education to the students all over the country through online courses. The institute offers satellite-based courses for executives who are currently working and can't commit to a full time residential course. Instead, these virtual classrooms give them the opportunity to attend classes over the weekend or in the evening without having to move out of the city they live in.

There are nine different programmes that are available for the students to enrol in. This also includes programmes in global business management and sales and marketing management.

Each of them is unique, but generally they tend to range over a period of one year. Candidates should have a work experience of a few years to be eligible for the course. They are selected on the basis of the assessment of their background profile and a statement of purpose that the candidates must write.



"The courses are designed in such a way that we can cater to executives who are currently working but believe that knowledge in management would benefit them in their careers. Courses like this provide options to executives in the middle stages of their career that weren't previously available," said Dr Devi Singh, Director of IIM-Lucknow. Even though these courses are part-time they aren't to be taken lightly. "It's a very challenging course and virtual attendance is compulsory. At the end of the course there is a comprehensive exam and on the basis of that, the students are awarded a certificate by IIM Lucknow," added Singh.

These online courses offered by the institute have steadily increased in popularity and there are currently over a thousand people from all over the country participating in them. Enrollment is currently open for the Executive Programme in general management for young managers, which has been introduced for the first time.

The programme aims to provide participants with the framework to allow them to structure their understanding of business fundamentals. Also it gives the students a platform to

learn from and interact with other executives from different organisations who are facing similar problems.

This is a course that will last for a year and will start in October. It requires the participants to have at least two years of work experience. "IIM-Lucknow and the Noida campus have a common pool of resources. We aren't limited by Geography when it comes to questions about the faculty. Students have the opportunity to learn from the best professors of both campuses have," said Archana Shukla, Dean, Noida campus IIM.

"We aspire to cater to the needs of those who can't join a regular MBA school. Yet, they require advanced training in their respective fields. These short-term courses are not just specialised, but also effective," she added.

In order to apply for these courses one can either go to the website or visit the Noida Campus.

A typical course is for a one year duration. While the application fee for the course is Rs 2000, the candidate needs to spend around Rs 15000 as the campus fee. Total course fee may vary around Rs 1,50,000.

### TAKE YOUR PICK

- ◆ General Management Programme (GMP) for Defence Personnel
- ◆ Executive Programme in Sales and Marketing Management (EPSMM)
- ◆ Executive General Management Programme (EGMP)
- ◆ Executive Programme in Human Resource Management (EPHRM)
- ◆ Executive Global Business Management Program (EGBMP)
- ◆ Senior Management Program (SMP)
- ◆ Executive Programme in General Management For Young Managers (EPYM)

From the Press

Name of the Publication : Amar Ujala  
 Edition : Delhi  
 Date : 8/8/11

### आईआईएम में इंजीनियरों की बादशाहत

अमर उजाला ब्यूरो

नोएडा। इंजीनियरिंग के बाद प्रबंधन शिक्षा इंडस्ट्री की मांग के साथ कैरियर को नई ऊंचाई देने के लिए जरूरी बन गई है। इसका संकेत इसी बात से लगाया जा सकता है कि के.ए. देने वाले और आईआईएम में चर्चित होने वाले छात्रों में इंजीनियरों की बादशाहत है।

आईआईएम संस्थानों के 2011 बैच में औसत 90 फीसदी से ज्यादा इंजीनियरिंग बैकग्राउंड के छात्र हैं। इनमें आईआईटी और एनआईटी के पास आउट छात्रों की भी बढ़ी तादाद है। इन संस्थानों में आईआईएम अहमदाबाद सबसे अग्रणी मना जाता है। वहां 2011 के पोस्ट ग्रेजुएट प्रोग्राम (पीजीपी) बैच में शामिल 380 छात्रों में से 94 फीसदी इंजीनियर हैं। ये छात्र पिछले साल से एक फीसदी गिरा है। कोर्स बैकग्राउंड के हिसाब से 3.5 फीसदी हैं। 70 फीसदी छात्र पेशेवर हैं। आईआईएम बंगलूर में 382 में से 90 फीसदी छात्र इंजीनियर हैं।

इनमें 70 छात्र आईआईटी और 74 एनआईटी से पास आउट हैं। आईआईएम कोलकाता के बैच में 93 फीसदी इंजीनियर हैं, जिसमें से 29 प्रतिशत आईआईटीयन और 13 प्रतिशत एनआईटी से पास आउट हैं।

आईआईएम लखनऊ के नए बैच में यह ग्राफ 2.5 फीसदी गिरा है फिर भी वहां 82 प्रतिशत छात्र इंजीनियरिंग पृष्ठभूमि के छात्र हैं। एडमिशन पॉलिसी में बदलाव के चलते यहां राश्ट्रीयक 36 छात्र कोर्स बैकग्राउंड के हैं। दरअसल के.ए-2010 में बैठने वाले छात्रों में एक लाख 22 हजार 837 इंजीनियरिंग, 50 हजार 248 कॉमर्स व इकनॉमिक्स और 21 हजार 809 छात्र मैनेजमेंट बैकग्राउंड के थे।

**इन संस्थानों में 90 फीसदी से ज्यादा इंजीनियर**

Name of the Publication : Financial Chronicle  
 Edition : Delhi  
 Date : 18/8/11

# IIM-L excellence centre to offer support to businesses

To design, impart short and long-term training to business leaders

SREERUPA MITRA  
 Bangalore

IIM Lucknow said it has set up a Centre of Excellence for Business Sustainability (CEBS), a multidisciplinary, collaborative body of experts committed to provide support to businesses.

The centre will help business to view emerging social and environmental issues not just as challenges but also as opportunities for growth, diversification and cost savings.

CEBS will impart knowledge and make available appropriate latest modern management and decision making tools and techniques to the business leaders by organising events in the field of business sustainability.

"The centre will develop, design and deliver short term and long term training programmes, and organise workshops according to specific needs of corporate and non-corporate sectors," said Sushil Kumar, chairman, CEBS, IIM Lucknow.

The centre will help not only the existing businesses



onally," Kumar pointed out.

The objective of the centre is to be a leader in advocating business sustainability by sensitising industry, government, civil society and academia about the need for integrating sustainability principles with business strategy. "It aims to provide substantial inputs to improve the performance of business sector so as to ensure socially desirable, environmentally responsible and economically viable business models," he said.

CEBS will participate in policy development process by carrying out research in public policy related to sustainability and sustainable development, and provide vital input to policy makers for creating appropriate framework conditions for business sustainability.

In addition, the centre will be designing and run courses on how to make a business sustainable to students, who are aspiring to become entrepreneurs.

but will also provide support to the ideas being floated by students at the incubation cells as well as startup businesses, he added. "IIM Lucknow has strong links with policy makers, so CEBS also plans to carry out

research and provide inputs for formulation of effective public policies in the field of business sustainability. The centre will undertake consulting projects and thereby extend its services nationally as well as internati-

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OUT OF THE BOX

## IIM-L offers solutions on Lokpal stalemate

AMITA VERMA  
LUCKNOW, AUG. 20

The students of IIM-Lucknow have shortlisted 10 ways to end the stalemate between the UPA government and social activist Anna Hazare.

The initiative was a part of a classroom exercise in which 140 students of the Strategic Business Negotiation elective took

part to hone their negotiating skills. Of the 20 student groups formed, 10 aligned with Anna Hazare while the remaining took the government's side.

The students analysed the proposed Lokpal Bill and the Jan Lokpal Bill and then went on to explain and defend their respective positions.

According to the course coordinator, Prof.

Himanshu Rai, said that the purpose of the exercise was to get students to negotiate a real-life situation. "The students were required to reach an agreement with three conditions in mind. Firstly, they had to adopt collaborative methods to reach an agreement. Secondly, there was no place for arrogance or use of foul language, thirdly, the groups could not

leave the negotiating table without reaching a conclusion," he explained.

In the first phase, the student thoroughly analysed the Jan Lokpal Bill and in the second phase, each group representing both factions, explained and defended their positions. Finally, in the third and final phase, students groups representing the two sides met at the nego-

tiating table to reach a final agreement on the way forward. The entire exercise spanned over 1,500 man hours.

On the basis of the in-camera sessions, students will also receive feedback from the course coordinator on their negotiating skills.

IIM-Lucknow now plans to compile the best suggestions and send them to Mr Hazare and the UPA

government for their perusal in the first week of September.

"Neither Mr Hazare nor the Central government is obliged to accept the proposed suggestions. These will, however, be representations made by some of the brightest brains in the country. Therefore, it could be of great value to both camps," said Prof. Himanshu Rai.

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## IIM-L offers way out

AMITA VERMA | DC  
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Finally, in the third and final phase, students groups representing the two sides met at the negotiating table to reach a final agreement on the way forward.

The entire exercise spanned over 1500 man hours.

## IIM-L BIZ CENTRE

IIM Lucknow has announced that it has set up a new Centre of Excellence for Business Sustainability (CEBS). The centre will have a multi-disciplinary, collaborative body of experts committed to helping businesses to reconcile profit with environmental and social imperatives. CEBS will help businesses view emerging social and environmental issues not as challenges but as opportunities for growth and for re-imagining rigid business models. "The centre will develop, design and deliver short-term and long-term training programmes, and organise workshops tailored to the specific needs of corporate and non-corporate sectors," says CEBS chairman Sushil Kumar. The centre's aim is to help businesses shift from the conventional paradigm of 'shareholder value creation' to the emerging one of 'stakeholder value creation'. The centre will do so by bringing in innovative and collaborative research projects.

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Name of the Publication : Times of India  
Edition : Delhi  
Date : 25/8/11

## Advantage girls, by IIMs' grace

Hemali Chhapla | TNN

**Mumbai:** For years, every class at the Indian Institutes of Management (IIM) was boringly uniform. Students were mostly boys, with only a sprinkling of the other sex. In class, these young men thought similarly, used identical logic and took decisions that were alike, for they were all hardwired to behave in a certain fashion at the engineering campuses they came from.

In a strange correction to break the monotony of these two singularly large constituencies that cornered

► **New IIMs to do away with GD, P 10**

seats for years at the IIMs, the management schools have decided to award special marks to girls and non-engineering students.

### FAIRER ENTRY?

► IIM-Rohtak will give **20 marks** to each girl and another **20** to a non-engineer

► IIM-Raipur will add **30 marks** to the overall score of each **girl-non-engineer**

► IIM-Lucknow will grant **five marks extra** to each girl and **two** to non-engineers

► **Extra marks** apart from CAT scores, class X and graduation scores, and work experience

All the six new IIMs and the ones at Lucknow and Kozhikode feel it's time to rebalance the gender scales in office spaces. So while IIM-Rohtak will

give 20 marks to each girl and another 20 to a non-engineer, IIM-Raipur will add 30 marks to the overall scores of each girl-non-engineer. IIM-Lucknow has decided to grant five marks to each girl and two to non-engineers.

"It's for the first time that we have taken a conscious decision to make the diversity on our campus richer. Hence apart from the CAT scores, academic performance in Class X and at the graduation level, and work experience, we will award marks for two diversity factors — gender and academics," said IIM-L admissions chairman Arunabha Mukhopadhyay. Echoing his feelings was B S Sahay, IIM-Raipur director, who said that all the new management schools jointly took a call to benefit girls and non-engineers.

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## Last call for wannabe architects

The receipt of application forms for the B.Arch. course conducted by Indira Gandhi National Open University and delivered through K.R. Manglam School of Architecture and Planning will be closed after Thursday.

The on-campus, full-time course is a five-year programme and interested candidates should necessarily have a valid National Aptitude Test in Architecture score conducted by the Council of Architecture.

The merit list and schedule of admission counselling will be displayed on August 29 and the programme will begin on September 1.

Successful candidates are required to submit a demand draft for Rs.22,500 drawn in favour of IGNOU payable at New Delhi at the time of counselling and another demand draft for Rs.52,500 in favour of the Institute.

### CAMPUS JOTTINGS

Indian Institute of Management (IIM), Lucknow, has introduced a new one-year programme in general management. The on-campus, part-time programme with 20 core courses and an integrative project has four modules and is intended for management professionals.

The programme, which seeks to integrate advanced management theory, soft skills and quantitative methods with real world business practices, will have 240 hours of teaching which will include a mixture of case studies, lectures, exercises and assignments, group projects and presentations, peer discussions and role plays.

The programme will be conducted by the IIM-

Lucknow faculty.

Applications for the course will have to be submitted along with a statement of purpose and two letters of recommendation by September 15.

The selection criteria include marks in graduation, post-graduation and work experience.

The School of Inspired Leadership in Gurgaon has invited applications for its one-year post-graduate programmes in Business Leadership, Marketing Leadership and Human Resources Leadership.

Applications will be accepted until October 15 and the courses will begin on May 14, 2012.

Graduates in any discipline along with three years' full-time work experience are eligible to apply for the Business Leadership programme whereas for the other two courses a degree qualification will suffice.

Deakin University in Australia has announced a series of new scholarship programmes for Indian under-graduate and post-graduate students.

The scholarship will be awarded on the basis of merit, face-to-face interviews and academic record. A minimum average 60 per cent marks are required for graduates to apply for a Master's programme, and a minimum average of 70 per cent in school is required to apply for an under-graduate programme.

The scholarships offered also include on-campus Ph.D. and scholarships through the Deakin India Research Initiative.

While applications for the Deakin India Research Initiative programmes close on August 31, course-work scholarships are open all year with closing dates at least three months before the course starts.

Vijetha S.N

## From the Press

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