

HAPPY NEW YEAR

NEWSLETTER

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**Indian Institute of Management,
Lucknow**

LAKSHMIPAT SINGHANIA- IIM LUCKNOW NATIONAL LEADERSHIP AWARDS- 2006



LakshmiPat Singhania-IIML National Leadership Awards- 2006, instituted by the Indian Institute of Management Lucknow and J K Group of Industries, were presented by the Prime Minister, Dr. Manmohan Singh at a glittering ceremony at New Delhi on December 23, 2006. The awards were given away in three categories: business, science and technology and community service & social upliftment.

Category	Leader	Young Leader
Business	Shri Kumar Mangalam Birla	Shri Kishor Biyani
Science & Technology	Dr. K. Kasturirangan	Dr. (Ms.) Swati Piramal
Community Service & Social Upliftment	Dr. S.S. Badrinath	Ms. Neelima Khetan

PUBLICATION AWARD

The paper, e-Governance Systems (e-Choupal) and Decision-Making Processes in Agriculture, authored by **Sushil Kumar** and **Jabir Ali**, was given the **Best Paper Award** in its track, in the 4th International Conference on E-governance (ICEG 2006) held during 15-17 December 2006 at IIT Delhi



RESEARCH PUBLICATIONS

INTERNATIONAL COLUMN

Kumar, Pankaj and Priyadarshi, Pushendra. 2006. Manager in Making: A Work Value Study. *International Journal of Business Research* VI(3): 91-103.

This paper examines the work value preference among management graduates with the goal of understanding their value system and also assessing its implication for the academics, researchers and the organisations. In doing so this article also examines the vocational behavior literature and the management and organizational behavior literature on

work values demonstrating how insights from these diverse research areas can inform each other. This article reflects upon the relationship of work values with the various psychographic variables of these graduates to see the interrelationships among them.

Rai, Himanshu, Kaul, Asha and Ansari, Mahfuz. 2006. Gender, Affect and Upward Influence: An Indian Study. *Journal of Asia Entrepreneurship and Sustainability* II(1). This journal edition is available online at www.asiaentrepreneurshipjournal.com/readitions.html, with the ISSN 1176-8592.

Upward influence tactics affect the attitude, perceptions and behavior of the supervisors towards their subordinates. This influence may be used both for organizational and personal purposes. With more and more women joining the work place, gender becomes a significant construct given that upward influence tactics may have nuances different for men and women, especially in the Indian context. The hypotheses that made an attempt to understand gender differences in terms of use of upward influence tactics and the moderating effect of the posi-

tive and the negative affect, were tested with a sample of employees (N=107) working in a large bank in Western India. The study employed both in-depth exploratory interviews and a survey methodology. While the interview data was subjected to rigorous content analysis techniques, regression analysis was performed on survey data. Results indicated that the gender of the agent and the supervisor, as well as the interaction of gender and affective styles, influenced the choice of upward influence tactics.

Rao, D. Tripathi. 2006. India: A Macroeconomic Round Up of the Indian Economy. *Asian Analysis, ASEAN Focus Group*, December 2006.

The Indian economy continues to march forward on the back of high growth rates for 12 successive quarters since 2003. However there are a few concerns amidst this 'feel good' sentiment. The central bank has acknowledged some of the monetary concerns in its Mid-term Review of Annual Policy Statement, 2006-07, by pointing out the 'potential risks from rapid credit growth, strains on quality of credit and elevated asset prices' and assures of an active demand management policy. Much of the credit growth is driven by the fast growing sectors such as housing, commercial real estate and retail

loans raising questions on the sustainability of such expansion of credit. Besides, from a macroeconomic sustainability point of view, there is a still long way to go for corporate India in so far as generating an 'inclusive' growth process by expanding employment opportunities from the gains made by technological advances. A sustained growth of over four per cent is required from the agriculture sector for this inclusive growth. The central bank must continue to nudge the commercial banks to direct a fair amount of credit to the rural and agricultural sectors.

BOOK CHAPTER

Dash, S.B. and Saji, K.B. 2006. New Role of Effective Website-Design in Online Shopping: A Large Scale Empirical Study in the Indian Context. In Panda, T.K. and Donthu, Navin. (Eds.), *Marketing in the New Global Order: Challenges and Opportunities*. New Delhi: Excel Books: 435-451.

The notion of trust is generally accepted as a vital element of all buyer-seller relationships; and presently there is a renewed spotlight on trust when the buyer-seller relationships are through online. In this context, it has been observed that there is a real gap in the published literature on the role of effective website-design that leads to intention to transact online. To fill this critical gap, it has been decided by the researchers to conduct a large scale empirical study in the Indian context for exploring

the role of effective website-design. The exploratory phase of the study has been successful in identifying the elements that overall symbolize the effective website-design; and the empirical phase of the study has resulted in some meaningful conclusions, the most significant amongst them being the identification of the positive role of effective website-design as an antecedent to consumer trust that results in intention to transact online.

PAPERS

Ali, Jabir and Shukla, Neena. 2006. Public-Private Partnership for Delivering Health Services in Remote Villages of Uttar Pradesh: A Case of Uttar Pradesh Health System Development Project. *LMA Convention Journal* 2(1): 58-64.

The paper discusses the status of health services in remote villages of Uttar Pradesh and how the intervention of Uttar Pradesh Health Systems Development Project (UPHSDP) supported by the World Bank is able to provide limited curative and preventive healthcare facilities to serve un-served areas. The Uttar Pradesh Health Systems Development Project (UPHSDP) initiated an 'Innovative Scheme' in 28 districts of Uttar Pradesh in the year 2003-04 by selecting 73 project locations which in-

creased to 119 project locations in 2004-05. The coverage of the project is proposed to expand at about 300 locations in the current year. The scheme is being implemented with the help of local level support organizations/ Non-Government Organizations (NGOs) who are supposed to create sub-centre level health infrastructure called "Abinav Swashta Kendra" at the selected village locations to cover between 5000 to 10000 population. .

Awasthi, Maya Kant. 2006. A Comprehensive Impact Assessment Study of Assam Rural Infrastructure Agricultural Services Project. *Indian Journal of Agricultural Economics* 61(3): 482-493.

This paper examines comprehensive impact of multi sector developmental intervention under ARIASP. This project aimed at improving living standard of economically weaker farmers of the state. In the paper, discriminant analysis technique have been used to assess if in terms of various socio economic developmental parameters, beneficiary and non beneficiary groups of farmers differs significantly or not. Whereas, in order to identify determinants of productivities of various farm enterprises,

stepwise regression analysis technique has been used. The findings of the study reveal that in general all major project activities have yielded desired result. This positive gain has improved project income from agriculture, livestock and fishery activities significantly. Increased productivity of crop, livestock and fisheries is main source of this improvement in income, which is further reinforced by the better price realisation due to road rehabilitation. This is despite the general depression in prices of agricultural pro-

duces due to increased production and non availability of marketing support to absorb this additional marketable surplus generated as a result of project interventions. Study also indicated that even after such multi sector project intervention crop and livestock productivity affecting factors remained same across various farm categories. After project

intervention these factors have become even more critical. Results of the discriminant analysis suggests that as a result of developmental intervention of the ARIASP project, project area have better family income, infrastructure, resource base and are better in terms of crop and livestock productivity.

Dash, S.B. and Guin, K.K. 2006. Validation of Power Distance Scale in Indian Context and Its policy Implications on Consumer Behavior Research. *International Journal of Management Practices & Contemporary Thought* 1(1): 16-27.

The paper outlines the validation of power distance scale in Indian context. The scale was originally developed and validated by Yoo, Donthu and Lenartowicz (2001). Data from USA, South Korea, Poland and Brazil were used for the original scale development. The advantage of this scale over Hofstede's (1980,1991 and 2001) scale is that, the instrument is also applicable to general consumer

situations and not limited to work related situations. Results indicate that the items assessing power distance cultural value have adequate psychometric properties in Indian context. Further, after extensive review of research work the authors' propose several research hypotheses linking power distance cultural value and consumer behavior.

Sahadevan, K.G. 2006. Forward Contract (Regulation) Act, 1952 and Regulation of Commodity Futures Markets: Issues and Priorities. *Journal of Corporate and Securities Law* III(4): 8-20.

The paper examines Forward Contracts (Regulation) Act, 1952 and identifies the gaps in this old legislation which continues to govern futures trading in commodities in India. The legislation in its present form raises serious doubts about preparedness of our country to handle growing and complex requirements of the markets. The paper proposes certain

specific amendments to the Act. Moreover, a close scrutiny of the present role of the Forward Markets Commission and its organizational setup reveals many inadequacies which call for revamp of its set up to meet the requirement of a fast growing futures markets in commodities.

Sahgal, Punam 2007. Women in Police: A Study of their Career Aspirations and Motivation. Accepted for publication in *Indian Journal of Industrial Relations* January -March 2007.

Women's careers are undergoing a shift as they enter occupations that were considered the domain of men. This paper examines the reasons why women join a traditionally male-dominated profession like the police. From a sample of 235 police-women of Delhi Police, it explores their career aspirations and motivations and their present level of satisfaction of being in the service. Empirical data supported by focus group discussions point toward' job security and 'respect/recognition' as decisive

factors for considering a police career. What motivates policewomen to continue in the service is largely the security and benefits that the job offers. Unclear career development policies and work-related practices influence the performance of police-women. These findings have significant implications for building gender inclusive policies for the organization as it seeks to integrate women in mainstream policing.

CONFERENCE PAPERS

Dash, S.B. 2006. The Effect of Culture on Service Quality Expectations in Banking: A Two-Country Inter and Intra Cultural Comparison. Paper presented at the International Conference on 'Global Arena-Challenge of the 'MORROW', sponsored by the Academy of Marketing Science (USA), held in New Delhi, during December 28-30, 2006.

This study investigates the effect of consumer's personal cultural orientation on their service quality expectations from banks in cross-national context. The author argues that expectations of service quality vary at individual level and at cross-national context. Using two of Hofstede's five dimensions of culture operationalized at the individual level and five dimensions of service quality from Parasuraman, Zeithaml, and Berry's SERVEQUAL scale, the author develops and tests hypotheses relating dimensions of culture with dimensions of service quality expectations at both individual and cross national context. The author showed that the importance of SERVEQUAL dimensions is very

much related to Hofstede's cultural dimensions at individual level as well as in cross national context. Results indicated that consumers low on power distance expect high responsive and reliable service. High power distance customers attached higher importance on tangibles than low power distance consumers. Consumers high on individualistic cultural value expect lower empathy and assurance from the service provider than low individualist customers. Indian customers provide higher importance to tangible dimensions as well as Canadian customers reliability dimensions of service quality. However, there is no country level difference in expectation of overall service quality expectations.

Gupta, Kriti Bardhan. 2006. Impact Assessment of Barriers to Trade in Jute Sector: Implications for a New WTO Era. Paper presented in (as well as published in the Conference Proceedings [Neelamegham, S. Ed. pp.116-124] the International Conference on "Global Arena - Challenge of the 'Morrow', organized by Global Business and Marketing Association and NIILM in association with Academy of Marketing Science (USA) and SCOPE, held in New Delhi, during December 28-30, 2006.

Although under the aegis of GATT and WTO, the average level of import tariff in the world has come down over the years, the benefit of such reduction has not really reached the developing countries in true sense. Not only the level of tariff barriers is still high in many international markets, countries have also devised innovative ways to restrict the entry of products into their domestic markets. There is an increasing incidence of various non-tariff barriers acting against the free trade of such products which are basically a forte of developing countries. This phenomenon is ultimately going to adversely affect the interests of developing countries in the long run. By undertaking a detailed analysis of jute and jute products, which are primarily produced in developing countries like India and Bangladesh, the

level of tariff and non-tariff barriers and their impact on international trade of such products have been studied using various trade databases like UNCTAD's TRAINS, World Integrated Trade Solution (WITS), and CMIE's India trades. A questionnaire based survey was conducted to gather information from various jute mills and exporters of jute products about their experiences on various aspects of exports of jute products. In-depth interviews were also conducted with various stakeholders. Commercial divisions in Indian Embassies in major countries were also contacted to get country specific information. Impact assessment of tariff barriers in major importing countries was done by simulation exercise using WITS platform for all jute products at 6-digits HS Code level.

Kumar, Sushil and Ali, Jabir. 2006. e-Governance Systems (e-Choupal) and Decision-Making Processes in Agriculture. Paper Presented in the 4th International Conference on 'E-governance (ICEG 2006)', held at IIT Delhi, during December 15-17, 2006.

e-Governance systems are argued to improve performance of the user groups by enhancing quality of decision-making. Using a case study of two such initiatives – Indian Tobacco Company (ITC) e-choupals and Uttar Pradesh Bhoomi Sudhar Nigam (UPBSN) e-choupals – differences in quality of decisions by user and non-user farmer groups are empirically examined. Data from 461 farmers, collected using a questionnaire survey in eight districts of

Uttar Pradesh, and chi-square statistic, are used to assess decision quality on fourteen aspects related to agriculture production processes. Results indicate significantly better qualities of various decisions made by user group farmers, as compared to non-user group. Differences are also found between qualities of decisions made by ITC e-choupal user group farmers and UPBSN e-choupal user group farmers.

Kumar, Sushil and Gupta, Vivek. 2006. E-governance and Information Overload: It is Time to Take Cognizance. Paper Presented in the 4th International Conference on 'E-governance (ICEG 2006)', held at IIT Delhi, during December 15-17, 2006.

One of the major objectives of e-governance is timely dissemination of accurate information. Literature reports number of beneficial outcomes associated with increased availability and accessibility of information. This paper argues that, in the absence of appropriate strategies, e-governance may lead to information overload. The paper draws

heavily from the findings of various studies on information overload, in many disciplines. Decision-making processes of user groups are analyzed and effect of information overload on decision-making and performance is examined. The paper also makes some suggestions for avoiding information overload.

Sahdevan, K.G. 2006. Globalisation, Growth and Structural Transformation – Implications for Sustainable Growth. Paper presented at the National Conference on 'Globalisation', organized by Department of Humanities and Social Sciences, Indian Institute of Technology, Madras, during November 23-24, 2006.

The paper examines the emerging pattern of economic growth and its composition during the post-reform period and its socio-economic implications to the country in general and the rural economy in particular. While the share of industry in GDP stagnated at around 24 per cent the service sector has absorbed the entire decline in the share of agriculture. This may be attributed mainly to high marginal propensity to consume and technological advancements in areas such as software, trade, communications and banking and insurance. This structural shift implies that employment is moving away from agriculture and industry to service sector due

to gain in productivity in these sectors. This is an indication of the fact that technological change has reduced the potential of comparative advantage based on low wages. The trend in household saving testifies that the increased GDP during the post-reform period has been distributed favorably towards high income group whose marginal propensity to save is higher than that of the low income group. The analysis sufficiently supports the argument that economic reform with major thrust on privatization and globalization has created more islands of growth and prosperity in India.

MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Problem Solving Skills for Executive Performance	Prof.Sushil Kumar	Lucknow Nov. 30-Dec. 2, 2006
2.	Business Planning and Growth Strategies for World Class Performance for GAIL Executives	Prof. M Akbar & Prof. Saji K B Nair	Lucknow Nov. 30-Dec. 2, 2006
3.	Managerial Decision Making under Uncertain Environment	Prof. B.K. Mohanty	Lucknow Dec. 4-6, 2006
4.	HR for Managers for ONGC Executives	Prof. Shailendra Singh	Lucknow Dec. 4-9, 2006
5.	Strategic Management forum	Prof. A. Nirjar	Lucknow Dec. 4-9, 2006
6.	Developing Performance Management & Counselling Skills for Corporate Excellence	Prof. Pankaj Kumar & Prof. Ajay Singh	Lucknow Dec. 7-9, 2006
7.	Busienss Planning amd Growth Strategies for World Class Performance for GAIL Executives	Prof. Abhishek Nirjar & Prof. D. Tripati Rao	Lucknow Dec. 11-13, 2006
8.	MDP for Indian Railway Traffic Officers	Prof. Ajay Singh & Prof. Sangeeta D. Mishra	Lucknow Dec. 11-Jan.,2007
9.	Understanding Self for Managerial Excellence	Prof. Pankaj Kumar	Mumai Dec. 14-16, 2006

FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Project Management	Prof. K.N. Singh & Prof. Sushil Kumar	Lucknow Jan. 22-24, 2007
2.	Training Methods and Skills	Prof. Punam Sahgal	Lucknow Jan. 29-31, 2007
3.	Human Resources: An Investment Perspective	Prof. Anjani Koomar & Prof. S.C. Bansal	Lucknow Jan. 29-Feb. 2, 2007
4.	Leadership Through Human Values: Discover your Knowledge Signature	Prof. Debashis Chatterjee	Lucknow Feb. 5-7, 2007
5.	Optimization Models for Telecom Networks	Prof. Y.K. Agarwal	Lucknow Feb. 5-7, 2007
6.	Finance for Non-Finance Executives	Prof. Madhusudan Karmakar	Lucknow Feb. 5-9, 2007
7.	Environmental Management for Business Advantage	Prof. D.S. Sengar	Lucknow Feb. 12-14, 2007
8.	International Corporate Finance for Managers	Prof. Devi Singh & Prof. S.C. Bansal	Lucknow Feb. 13-17, 2007
9.	Risk Management for Banks and Financial Institutions	Prof. M. Jayadev	Lucknow Feb. 14-16, 2007
10.	Personal Growth through Self Exploration	Prof. Shailendra Singh	Lucknow Feb. 19-21, 2007

APPOINTMENTS



Shri Rajesh K. Aithal joined the Institute as Visiting Assistant Professor in the Marketing Management Area, w.e.f. November 30, 2006 (forenoon).

Shri Aithal has submitted his *Doctoral Thesis to IRMA, Anand. He obtained his MBA from Gulbarga University, Karnataka. He has professional experience of almost 3 years.*

He has three international and four national conference presentations and 4 journal papers to his credit.

His area of interest in teaching and research include Rural Marketing, Distribution and Channel Management.

Shri Shantanu Ganguly joined the Institute as Librarian on forenoon of 11th December, 2006.

Shri Ganguly has done *B.Sc (Botany), M.Sc (Ecology and Environment), Masters in Library and Information Science, Post Graduate Diploma in Management (Marketing). He is pursuing Ph.D. in Library and Information Science in the area of Information Service Marketing. He has served several reputed organizations such as Delhi University, VHAI, National Productivity Council, TERI, IILM etc. He has 16 years of experience in the field of Library and Information Services. In IILM, he served as Associate Professor and Head, Library and Information Centers. He was engaged in taking sessions in Business Communication for UG programmes and special classes for PGP students on Research Methodology, Referencing and Bibliography. He has also served as Associate Editors for several journals and newsletters. He used to take regular classes in NISCAIR for B Lib Sc and M Lib Sc students. He has also served as project member for the Ministry of Environment sponsored project of ENVIS Centers on Renewable Energy and Environment. He has published several papers in national and international referred journals.*

FROM THE PRESS

- Ever watched a kid playing with his toys. He can be a doctor, an engineer and a pilot â•” all at one time. Moving from one role to another, the kid forgets the act he has done a minute before but remains completely lost in his own world. His thought process at that moment is infinite. He engages and disengages himself with work at the same time. Life is a play for him.

This was Prof Debahish Chatterjee, head Global Centre for Leadership and Human Values, Indian Institute of Management, Lucknow (IIM-L), at PICUP auditorium on Saturday evening explaining city's elite on how to "play at work" or "take work as a play". "You are a player as well as a play,"

he said while delivering lecture on "Work as Play: The Personal Life of a Professional", organised by the Club of Lucknow.

The IIM-L professor started his talk by showing a picture of Mahatma Gandhi playing with a child. "Play was integral part of Babu's political philosophy," he said. Next he showed picture of a Barbie doll clad in burqa. "In play expect the unexpected...that makes a play exciting," he said. Play, he added, is also a discontinuous learning. "If everyday becomes replica of the other day then you will not remember anything. Therefore, in order to learn, there should be discontinuity in life," he said.

[Excerpts from The Times of India (Lucknow

Times), Lucknow, December 03, 2006]

- Films based on books is common enough. But a city metamorphosing after being inspired by a book sounds like a first.

The city concerned is Allahabad. The Oxford of the East — reduced to a shambles with mafia criminals ruling the roost — is ready to get organised, thanks to a bunch of its citizens who have launched a movement — Breakfree — to streamline the chaos.

The idea — borrowed from a novel of the same name by Debashis Chatterjee, Professor of Indian Institute of Management, Lucknow — seeks public participation for the development of the ancient city, which is currently getting ready for the Kumbh mela.

[Excerpts from The Indian Express (Lucknow Newline), Lucknow, December 14, 2006]

- In January, business leaders and management students across India and over the world, will converge into Lucknow for Manifest 2007- IIM Lucknow's flagship event, according to a press release.

IIM Lucknow undertakes a diverse range of academic activities and interventions aimed at creation, dissemination, and application of management knowledge and practices, the release says.

Manifest is IIM Lucknow's annual business event, held from January 19 to 21, 2007. Over the years, Manifest, sponsored by Indian conglomerates, has become one of the most keenly awaited events in the Indian B-School calendar. Eminent management professionals and students from all corners of the country for a three day showdown to exchange ideas and to update themselves on

the latest developments in the area of management and leadership, the release adds.

[Excerpts from The National Herald, New Delhi, December 18, 2006]

- In January, business leaders and management students across India and the world will converge in Lucknow for Manifest 2007- IIM Lucknow's annual business event to be held from January 19 to 21, 2007. This edition of Manifest promises to be bigger and better than any before, with a budget in millions. One of its innovative new events is Treatise, an international thought challenge, to get a feel of what the rest of the world thinks about India's growth story. The primary emphasis of Treatise is for B-school students from across the globe to display their perspective on the exciting journey of economic growth that India is treading.

[Excerpts from The Times of India, New Delhi, December 18, 2006]

- In January, business leaders and management students across India and over the world will converge at Lucknow for Manifest 2007- IIM Lucknow's flagship event. This edition of Manifest promises to be bigger and better than any before, with a budget in millions. One of its innovative new events is 'Treatise', an international thought challenge to get a feel of what the rest of the world thinks of India's growth. The emphasis of 'Treatise' is for B-school students from across the globe to display their perspective on the journey of economic growth that India is treading. 'Manifest' is IIM Lucknow's annual business event, sponsored by leading Indian conglomerates and has become one of the most keenly awaited events in the Indian B-school calendar. Management professionals and students from all corners of the country gather for a three-day showdown to exchange ideas on the latest developments in

the area of management and leadership. Manifest-2007 will be held from 19th to 21 January.

[Excerpts from The Hindustan Times (HT Next), New Delhi, December 18, 2006]

- With the crucial Uttar Pradesh Assembly elections round the corner, the Prime Minister, Dr Manmohan Singh, today mounted a sharp but veiled attack on the Mulayam Singh government, among others, asserting that UP “desperately” needed a leadership that is “forward looking and modern”.

Without taking any names, the PM, in a pointed political statement, said the people of UP need a government that will invest in their future. “They need a leadership that is thinking about the future. In recent years, Uttar Pradesh has been held back by a leadership that only thinks about the past.”

Dr Singh was addressing a function here after conferring the IIM Lucknow- Lakshmipat Singhanian national leadership awards to six persons who have achieved excellence in various fields. He was speaking on massive inter-regional disparities on human development indicators, stressing on the urgent need for the backward north Indian states to get their act together to catch up with their southern and western counterparts in the areas of development and governance for which his prescription was “committed political leadership”.

[Excerpts from The Statesman, New Delhi, December 23, 2006, pg 01]

- PM Manmohan Singh on Saturday entered the UP poll fray when he urged voters in the state to dislodge the “retrograde” Mulayam Singh Yadav regime and managed to immediately evoke a response from the chief minister who said that the PM was being partisan.

The PM did not name names but the allusion to Samajwadi Party was obvious. He said the leadership of the state clung to the past when the need of the hour was futuristic and modern governance. Singh added an urgency to defeat the SP regime when he qualified the need for change as “desperate”.

Speaking after conferring IIM-Lucknow-Laxmipat Singhanian national leadership awards on six eminent persons, Singh said, “UP desperately needs forward looking and modern leadership. People of UP need a government that will invest in their future.” He regretted, “In recent years, UP has been held back by a leadership that only thinks about the past.”

[Excerpts from The Times of India, Lucknow, December 24, 2006]

- Prime Minister Manmohan Singh on Saturday emphasised the need to accelerate the pace of economic growth in less developed regions such as Uttar Pradesh, which “desperately needs forward-looking and modern leadership.”

“The people of Uttar Pradesh need a government that will invest in their future. They need a leadership that is thinking about the future. In recent years, Uttar Pradesh has been held back by a leadership that only thinks about the past,” Dr. Singh said at a function to present the Laxmipat Singhanian-Indian Institute of Management, Lucknow awards, 2006, here.

He hoped that IIM-Lucknow would pay special attention to the development potential of Uttar Pradesh and Bihar and improve the quality of management in both private and public sectors.

Awardees, who had been selected after care-

ful scrutiny could inspire managers to follow their example and strive harder for excellence.

[Excerpts from The Hindu, New Delhi, December 24, 2006, pg 01]

- WHILE THE rest of the world was busy preparing for the New Year, a group of students from IIM Lucknow visited the KGMU children's ward to bring cheer on the faces of those kids undergoing treatment here.

“New Year is not about just about being happy and enjoying yourself. Rather it is also an occasion to spread happiness and joy among others,” said Jaya Shukla, one of the

IIM-L students visiting the children. Her words aptly described the spirit behind the entire initiative.

The credit for the exercise goes to the IIM Lucknow Student Council, specially Cultural Secretary, Arijit Malakkar, who thought of the idea. “The students of IIM Lucknow have been taking various initiatives to give something back to the society,” said Student Council President Dhaval Ponda.

[Excerpts from The Hindustan Times (HT Live), Lucknow, December 31, 2006]

GYANODAYA - RECENT ARRIVALS

1. Bryceson, Kim P. 2006. *E issues in Agribusiness: The What, Why, How*. Oxfordshire: CAB International: 372p.
2. Coombs, W. Timothy. 2006. *Code Red in the Boardroom: Crisis Management as Organizational DNA*. London: Praeger: 137p.
3. Dehesa, Guillermo de la. 2006. *Winners and Losers in Globalization*. Malden: Blackwell: 235p.
4. Doyle, Jeff. 2006. *OSPF and IS-IS: Choosing and IGP for Large Scale Networks*. New Jersey: Addison-Wesley: 455p.
5. Gao, Yuan. 2006. *Web Systems Design and Online Consumer Behavior*. Hershey: Idea Group Publishing: 330p.
6. Goleman, Daniel. 2006. *Social Intelligence: The New Science of Human Relationships*. New York: Bantam Books: 403p.
7. Gupta, N.D. and Gupta, Naveen. 2005. *Indian Accounting Standards: IFRS, US GAAP Comparison*. New Delhi: LexisNexis: 826p.
8. Hardy, Stephen and Upex, Robert. 2006. *Employment Law for Business Students*. London: Sage: 144p.
9. Pistoiese, Clifford. 2006. *Technical Analysis for the Rest of Us: What Every Investor Needs to Know to Increase Income, Minimize Risk and Achieve Capital Gains*. New Delhi: Tata McGrawHill: 198p.
10. Veit, Richard and Gould, Christopher. 2007. *Writing, Reading and Research*. 7th ed. Pearson: New York: 630p.