

2008



HAPPY NEW YEAR

**Indian Institute of
Management
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NEWSLETTER

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“WORK... Nothing worthwhile comes easily. Half effort does not produce half results, it produces no results. Work, continuous work and hard work, it the only way to accomplish results that last.”

— Hamilton Holt

RESEARCH PUBLICATIONS

INTERNATIONAL PAPERS



Gupta, D.D. 2007. “Do Customer Value Service Quality as a Measure of Service Brand Image in a Service With Less Encounters? A Study of the Indian Cellular Airtime Market”. *International Journal of Business Strategy (IJBS)* (ISSN: 1553-9563). IJBS is sponsored by the California State University Channel Islands, Camarillo, California USA.

With more and more service products coming into the market it becomes important to gauge the consumer perception regarding the brand image of those service products. This study, aims to look at the confirmed foundations of service brand image as established by the researchers in their respective fields. The service selected for this study is cellular airtime service. India being the fastest cellular market in the world this study holds significance. This study is aimed to look into the consumer psyche and

know whether service efficiency plays a significant role in establishing brand image for a particular service. This particular study is based on the survey conducted in cosmopolitan and prominently wealthy cities of India. The findings of the study force the researcher to look into the fundamental theory of service brand image. It gives valuable insights about magnitude of service sensitivity and its association with brand image.



Gupta, K.B. 2007. “Structural Analysis and Performance of Indian Agricultural and Allied Sector in International Trade”, *Journal of International Business and Economics*, 7 (3): 35-53.

In the context of ongoing negotiations under WTO, it is important to know the changing dimensions of trade from a country over the years, so as to undertake a proper policy perspective while negotiating with other trade partners. Based on data collected from UNCTAD’s Handbook of Statistics, Centre for Monitoring Indian Economy’s (CMIE) India Trades database, World Integrated Trade Solution (WITS) and Ministry of Agriculture, Government of India, the present study explores the structure and performance of

international trade in agricultural and allied products from India over the years through estimation of some commonly used indicators such as growth and share, trade openness, trade intensity coefficient, index of intra sub-sector trade, revealed comparative advantage, measures of products and export market diversification, trade complementarity index and linkage of the agricultural and allied sector with the rest of economy. Some of the indicators were modified to represent the performance of agricultural and allied sub-sectors.

RESEARCH PAPERS



Dash, S.B., Bruning, Ed and Guin, K.K. 2007. "Cultural Influences in the Link between Relationship Bonding and Commitment: A Study of the Indian Corporate Client-Bank Relationship". *IIMB Management Review*, 19(4)(Dec issue).

Based on a study, this paper develops a model to examine the influence of relationship bonding on the commitment between corporate customers and banks in the Indian context. In particular, the study tests the moderating effect of consumers' perceived individualism on the nature of the bonding-commitment link. The theoretical foundations of the model were drawn from past research work on social and structural bonding in the literature on organizational buying behavior and the framework developed by Hofstede to

describe national culture. The results of the study indicate that social bonding is an important determinant of commitment in the Indian context. The authors present empirical evidence supporting the fact that an element of national culture (individualism) moderates the bonding-commitment link in the corporate client-bank relationship. The results show that 'low' individualistic consumers have high social relationship expectations from their bank when compared to 'high' individualistic consumers.

CONFERENCE /WORKSHOP/SEMINAR PAPERS



Kachhawa, J. (FPM student) and Marasanapalle, J.K. 2007. "A Robust Optimization Technique for an Integer-Programming Problem with Uncertain Cost Coefficients". Paper presented at the Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting, held at Washington State Convention and Trade Centre, Seattle, Washington during 4-7 November.

Dealing with uncertain data in Optimization problems has been an important concern for researchers. Uncertainty in data occurs due to many reasons- one of them being that the data comes from a prediction model. Often this uncertainty is either taken care of by using point estimates of the data. In this paper, we try to address this problem using a Robust Optimization method for an integer-programming problem with uncertain cost coefficients, where the cost coefficients come from a prediction model. We propose a robust formulation which optimizes for the near worst-value (characterized by the p^{th} - percentile) of the objective function. We use the prediction distribution of the coefficients and approximate the distribution of the objective

function through Monte-Carlo simulation. We study the benefits of this method and compare it with other existing methods in the literature.





Gupta, K.B. and Saghayan, S.H. 2007. "Institutional Framework for Meeting International Food Safety Market Standards for Agricultural Products from a Developing Country Perspective". Paper presented in Food Distribution Research Society (FDRS) - 2007 Annual Conference, New Orleans, Louisiana, USA.

Based on literature survey and interaction with exporters, policy makers and industry associations especially in the areas of agriculture and allied sectors, the present paper initially explores the various problems being faced by agribusinesses in developing countries in meeting the standards imposed by importing countries in their respective markets. It then evaluates the existing institutional framework in a developing country like India and the constraints it faces in meeting the

prescribed standards in international markets. The paper finally prescribes strategies not only to establish a network of institutions within the country but also suggests some necessary steps to develop linkages with reputed international organizations so that the above agreements may be implemented in a smooth manner without any adverse impact on the level of export from the country in international markets.



Ganguly, B. and **Dash, S.B.** 2007. "Cultural Influences on Antecedents and Consequence of Trust in e-governance: A Conceptual Framework". Paper presented at the 5th International Conference on E-governance at Hyderabad during December 28-30.

This paper reviews past literature and proposes a model to compare the antecedents and consequence of trust in online transactions in the domain of e-governance across different cultures. A comprehensive causal model is developed in which the 'culture' plays a moderating role in determining online transaction intention. Our conceptual model is based on Hofstede's national culture

dimensions—individualism/collectivism, power distance, uncertainty avoidance and masculinity/femininity—that moderates the relationship between the antecedents of trust, trust and transaction intention. Our paper offers insights in the similarities and the differences in the relative importance of key variables contributing to trust and transaction intention in e-governance on a global basis.



Antony, S.P. (FPM student), **Purwar, P.C.**, **Kinra, N.** and **Moorthy, J.** 2007. "Age Differences in Attitudinal Responses to Marketing Variables". Paper and Poster presented at the Australia New Zealand Marketing Academy (ANZMAC) Doctoral Colloquium and Conference organized by the University of Otago at Dunedin, New Zealand during December 1-5.

The world is undergoing a demographic transition. Changes in the size and structure of consumer markets, follows changes in the age distribution of the population. The marketing implication of such demographic change has two dimensions – development of new products and services, and repositioning and branding. Marketers appear to have responded to the former. However, there are

many other products shared across different age groups. Marketers would have to examine whether those products need to be repositioned for the elderly, who until recently have not been in the reckoning. Then it becomes critical to understand their motivations, involvement and attitudes. We examine the potential role of chronological age and a broad range of person factors - cognitive

age, life satisfaction, social class, and involvement, in explaining observed group differences in responses. Specifically, we seek to examine their effects on attitude to the

product offer and buying intention. We adopt an experimental design. This study would help in better understanding and formulation of marketing strategy for the elderly.



Bhasker, B. 2007. "Knowledge Industry – Enablers of Growth". Paper presented in the Conference on 'BPO and KPO Industry – Leveraging the Information Technology and Biotechnology Knowledge Resources', Organized by the Association of Knowledge Workers and Jaipuria Institute of Management Lucknow on October 24.

As the global economy continues its march toward the friction less, border less, competitive era and transition to internet based new economic model, India has a tremendous opportunity to capitalize on its nascent but demonstrably strong information technology cadre. Despite the bumpy ride, occasional slowdowns, the new knowledge economy is poised to occupy 30% of the economic space in coming five years. The opportunity for India

lies in part in transforming its own economy and integrating it with the global economy through the use of information technology for competitive advantage to reduce friction and increase market access. But, more importantly, the opportunity lies in playing a pivotal role in assisting in the transformation process worldwide. In this paper we identify and discuss the critical enablers that are required for the knowledge industry and its growth.



Kachhawa, J. (FPM student) and **Singh, K.N.** 2007. "Robust Optimization of Fixed Charge Location problem under parameter uncertainty". Paper presented at 11th SOM Conference 2007, held at SIOM Nashik during December 21-23.



Facility Location problems have been an important area of research since many years. Most of the work revolves around deterministic versions of the problems, whereas, like other optimization problems, most of the real-life location problems are characterized by imprecision in the parameter values. This imprecision may be subdivided into two situations – risk and uncertainty. Risk is when probability distribution of the data is available; and when we do not have any information about probability distribution, this is called true uncertainty, when the data is known to lie within an interval. Major part of the research for non-deterministic version of the location problems is done to deal with problems under the *risk* using Stochastic Programming or other probability based models but little work has been done in the context of true uncertainty. In many cases, we face the situation of true uncertainty. For such conditions techniques called "Robust Optimization Methods" are gaining place.

In this paper, we will focus on the use of robust optimization for fixed charge location problem under conditions when parameter values, like demand and transportation costs are known to lie within an interval. We present the examples of standard UFLP and CFLP in this paper and formulate the robust counterpart (RC) for the cases of uncertain demand and/or transportation cost, using one of the known robust optimization methods suggested by Bertsimas and Sim. We model and solve the RC of the four variants of the FLP using GAMS to get the robust solution of the non-deterministic model. Then we simulate to generate several realizations of the uncertain parameter values. For each of the realization of uncertain parameter we solve the deterministic problem to get actual optimal solution, which should have been selected if the parameter values were known before decision making. We also calculate the total cost of robust solution, nominal solution and the worst case solution for each realization of the parameter values to

make a comparison. We present results to show that the average cost of robust solution is close to the average actual optimal cost. The work

may be useful for all such instances which have the similar problem structure like fixed charge problem.

LECTURES/KEYNOTES ADDRESSES DELIVERED

- **Prof. Devashish Das Gupta** (2007) has delivered the keynote address at the PHD Chamber of Commerce and IILM Workshop on 'Challenges in Retailing' held at the Hotel Clarks Awadh, Lucknow on November 22. This workshop was organised to discuss the future course of action for the govt of UP in Retail sector. It was attended by Ministry people, Administrators, Members of organised retail, unorganised retail and a selected galaxy of shoppers.
- **Prof. Bharat Bhasker** (2007) has delivered Inaugural Keynote address at National Seminar on 'E-Governance in Urban Local Bodies: Redefining Governance', organized by Regional Center for Urban & Environmental Studies and Ministry of Urban Development, India in Lucknow on November 14.

EDITORIAL ASSIGNMENTS

Prof. Roshan Lal Raina (2007) has agreed to be a Member of the Editorial Advisory Board of the 'Impact: International Journal of Management Practices and Contemporary Thought', with effect from its maiden issue of Vol. 1. The journal is published by IIM Indore.

OTHER ASSIGNMENTS

- **Prof. Bharat Bhasker** (2007) was invited as a technical expert to review the State Wide Area Network (SWAN) being designed and developed by the Information Technology Development Agency of Uttarakhand Government under National Electronic Governance Program (NeGP) of Govt. of India, in Dehradun, on August 14.

... has been invited to serve in the program committee and on the review board of the conference proceedings of Second International Conference on 'Information Systems, Technology and Management', Dubai during March 6-8, 2008.

- **Prof. Roshan Lal Raina** (2007) on nomination, has joined the Board of Governors of the Lal Bahadur Shastri Institute of Management, Delhi, as a member for a period of two years.

... has accepted an invitation from INFLIBNET (UGC), Ahmedabad, to be a Member of the International Advisory Committee for the International CALIBER 2008, which is proposed to be organized during February 28-29 and March 1, 2008. The theme of the proposed convention is 'From Automation to Transformation' and it will focus on digital information, federated search, content aggregations, content representations and other evolving technologies in the area of ICT.

... on an invitation from the American Centre for Languages (ACL) Education Centre, Lucknow, has inaugurated their Workshop-cum-Training Programme on 'Communication as a Core Competency' on December 16.

RETIREMENT

Shri Devendra Kumar Pandey, Senior Driver Gr. 1 got retirement from the services of IIML. In his honour, a farewell get-together was arranged in the campus on December 3.



MANAGEMENT DEVELOPEMENT PROGRAMMES

Name of Programme	Duration	Programme Director
Contemporary Accounting and Financial Management for Finance Executives	December 3-7, 2007	Prof. Manoj Kumar & Prof. Manoj Anand
Managerial Decision Making under Uncertain Environment	December 4-6, 2007	Prof. B.K. Mohanty
Developing Performance Management and Counseling Skills for Corporate Excellence	December 10-12, 2007	Prof. Ajay Singh & Prof. Pankaj Kumar
GMP for Probationary Officers of State Bank of India	December 10, 2007 - January 4, 2008	Prof. Pankaj Kumar & Prof. D. Tripathi Rao
GMP for NTPC Executives	December 10-21, 2007	Prof. Shailendra Singh & Prof. Ajay Garg
Commodity Futures Market for Forward Markets Commission	December 14-15, 2007	Prof. Sushil Kumar (AMC) & Prof. Jabir Ali
Corporate Social Responsibility & Business Sustainability	December 17-19, 2007	Prof. Sushil Kumar (AMC)
Effective Contract Management and Dispute Resolution	December 17-19, 2007	Prof. D.S. Sengar

FORTHCOMING MDPs

Name of Programme	Duration	Programme Director
GMP for Probationary Officers of SBI	January 7-February 2, 2008	Prof. Sukumar Nandi & Prof. Kaushik Bhattacharya
AMP for ONGC Executives	January 7-February 8, 2008	Prof. Abhishek Nirjar & Prof. Manoj Anand
Management Skills for the Officers of Navodaya Vidyalaya Samiti	January 14-18, 2008	Prof. Sushil Kumar (AMC)
Foundation Course on strategic management (of Strategic Management Forum)	January 19-24, 2008	Prof. Abhishek Nirjar
Data Analytics for Customer Relationship Management	January 21-23, 2008	Prof. M Janakiraman & Prof. Ashwani Kumar
Project Management	January 21-23, 2008	Prof. K N Singh & Prof. Sushil Kumar
Managerial Effectiveness	January 28-February 1, 2008	Prof. Archana Shukla
Finance for Non-Finance Executives	February 4-8, 2008	Prof. Madhusudan Karmakar
General Management Programme	February 4-15, 2008	Prof. Archana Shukla
Telecom Network Design & Optimization	February 6-8, 2008	Prof. Y K Agarwal
Effective Communication for Managerial Success	Febraury 7-9, 2008	Prof. Neerja Pande

Environmental Management for Distilleries and Sugar Industries for Business Advantage	February 11-13, 2008	Prof. D S Sengar
AMP for RBI Executives	February 11-23, 2008	Prof. Pankaj Kumar & Prof. A Vinay Kumar
Understanding Self for Managerial Excellence	February 14-16, 2008	Prof. Pankaj Kumar
Personal Growth through Self Exploration	February 18-22, 2008	Prof. Shailendra Singh
MDP for RES Executives	February 18-22, 2008	Prof. K N Singh
GMP for Defence Officers	February 18-August 1, 2008	
Problem Solving Skills for Effective Performance	February 25-27, 2008	Prof. Sushil Kumar
AMP for the Executives of Singareni Collieries Co. Ltd.	February 25-March 1, 2008	
Corporate Valuation	February 27-29, 2008	Prof. Manoj Kumar

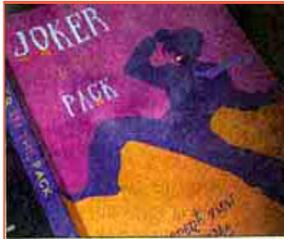


FROM THE PRESS **NEWS**



Police frame MBA, mother
December 06

MUMBAI: An MBA and his 58-year-old mother, a doctor, spent a night in the police lock-up with hardened criminals after they were arrested by the police on charges of slapping a woman constable, which they deny. The Malad police had arrested Dr Bharati Shah and her son, Dejul (30), an MBA from IIM (Lucknow), on Saturday. It all began on Saturday morning over a water connection dispute in their building Tejchhaya at Malad. "One of our tenants was about to lay a water line when my father, being the landlord of the building, intervened. He asked for the court's order for the water connection since we are involved in a legal dispute with them. The tenant had, in a pre-planned manner, come along with the BMC's water department employees, contractor and the police," said Dejul. He said that the police took away his father on the pretext of recording his statement but neither recorded his statement nor allowed him to leave the police station. Later, more police personnel including two women constables arrived and escorted his mother down. "When I asked the policemen where they were taking my mother, one of them said 'is ko bhi andar le lo' (take him into custody too)."



The comical side of IIM culture
December 13

THE MAN-WOMAN ratio in an IIM varies from 10:1 to a best case of 4:1. This has, of late, been the subject of heated discussion among management professionals and others. But, a book, Joker in the Pack, written by two IIM alumni, provides a comic insight into the issue. Though the authors Neeraj Pahalajani (IIM-B, 2006) and Ritesh Sharma (IIM-L, 2005) have declared at the outset that the book is a work of fiction, the general impression is that the book has a lot of raw truth. The authors speaking through the protagonist Shekhar Verma have this to say on the male-female ratio issue: "Every woman, even if she's got 'committed' written largely over her forehead, gets proposed to between five and 15 times (in two years on campus) depending on her looks and demeanor."

Prof sounds 'moo-methane' alarm
December 15

RAISING CATTLE to boost milk production has a flip side too: The digestive system of cows emits green house gas such as methane while the cows graze, says Prof. Sushil Kumar, Chairman of Agriculture Management Centre of IIM Lucknow. Quoting findings of an Inter-governmental Panel on Climate Change (IPCC), a body of 10,000 scientists studying the effects of climate change in various countries, Prof. Kumar said, "Scientists believe raising too many cattle is not a good idea for the environment after all. The emission of methane gas is one source of global warming phenomenon being witnessed today". Kumar was making a presentation on 'Global Carbon Credits' on the concluding day of the two-day seminar on 'Commodity Futures Market' at IIM-Lucknow on Saturday. He said that besides cows, scientists say there are other activities such as manufacturing organic manure, paddy cultivation, disposal and treatment of organic material in garbage and even human waste that contribute to the emission of methane gas. On the key theme of his presentation on 'carbon credits', he said, "The global carbon market has been developed to mitigate climate change. If the global business community understands the market as just a trading platform it would be very unethical". Kumar said globally, it is still not clear whether carbon credits could be classified as a commodity or a futures derivative. "Let me tell you why the global business community deals in carbon markets to minimise emission. Almost 65 per cent of the gases released in the environment is carbon-di-oxide. You need only .12 per cent of the world's 'Gross Domestic Product' (GDP) to stave off harmful effects of climate change," Kumar said.

