



IIML NEWSLETTER

Vol XIII Nos. 01-02

January

2006

RESEARCH PUBLICATIONS

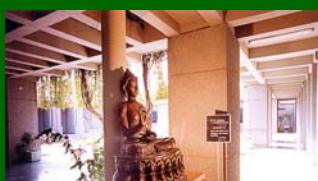
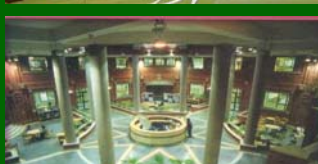
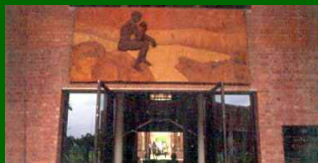
PAPERS

Chaudhuri, Atanu and Singh, Kashi N. 2005. Incorporating Impact of Economic Conditions on Pricing and Launch - Sequence Determination of Commercial Vehicles. *Metamorphosis* 4(1): 26-38.

In any new product development (NPD) process, decisions regarding choice of products to launch, determination of their price and launch sequences are critical. In the context of commercial vehicles, these become more complex, as the prevailing economic conditions also affect the buying decisions of the fleet owners and transport operators. In this paper, we present mathematical models to illustrate how the impact of economic conditions can be incorporated in the above decision making process. Our model, which determines launch sequence as well as price of the products provides useful insight on the impact of boom and recession on prices, and also on cannibalization.

Vipul. 2005. Futures and Options Expiration Day Effects: The Indian Evidence. *Journal of Futures Markets* 25(11): 1045-1065.

This study examines the effect of expiration of options and futures on price, volatility and volume of the underlying shares. The values of these variables, one-day prior to expiration, on the day of expiration and one-day subsequent to expiration, are compared with those one week and two weeks before and after the corresponding day using Wilcoxon matched-pairs signed-ranks test. The underlying share prices tend to get marginally depressed a day prior to expiration and strengthen significantly a day after the expiration. The rate of increase of returns on the day after the expiration is abnormally high. An abnormally high volume is also observed on the expiration day which starts building up a day prior to expiration and continues into the following day for shares with relatively high derivative volumes. These effects can be largely ascribed to arbitrage activities and the restriction on short sales in the Indian cash market.



Ali, Jabir. 2006. Agricultural Land Lease Pattern in Uttar Pradesh: Implications for Landless, Marginal and Small Households. Paper presented at National Seminar on 'Sustainable Management of Land Resources through Land Care Movement', organized by the State Land Use Board, Department of Planning, Government of Uttar Pradesh, held at Yojana Bhavan, Lucknow, during January 12-13, 2006.

This paper focuses on the magnitude of under-utilized land particularly current fallow and distribution of land ownership among various categories of households; and implications of lease pattern for effective land use planning, improving agricultural practices and providing livelihood support to landless, marginal and small farmers. Though tenancy legislation in the state prohibits land lease except in special cases, the land lease pattern shows that leasing-in and leasing-out is visible among all categories of households. Primary data collected from about 400 farmers representing different categories of household in four districts of Uttar Pradesh shows that most of the lease-in households belong to landless, marginal and small categories. But due to lack of legislative support, farmers are reluctant to participate in lease market and prefer to leave their land fallow instead of leasing it out. Therefore, proper policy support for land lease may enhance the utilization pattern of agricultural land and provide better livelihood support to landless, marginal and small households by improving the operational landholdings.

Awasthi, M. K. and Kumar, Sushil. 2005. Application of Quantitative Techniques to Increase Resource Use Efficiency of Non Profit Organisations. Paper presented in the 11th International Conference on 'Productivity and Quality Research, organized by the Department of Humanities and Social Sciences, Indian Institute of Technology, Delhi, during December 12-15, 2005.

Socio-economic development is an area in which governments and donor agencies all over the world invest major chunk of their revenues either directly or through peoples' institutions/NGOs. But unfortunately resource use efficiency of this investment has remained virtually negligible and in some cases even negative. Developmental intervention being a process and not a discrete event, we can improve resource use efficiency of this process by using all such quantitative techniques which helps in attaining resource use efficiency of process, either by minimizing chances of waste in the production process or by improving technical efficiency. Paper, demonstrated how the use of modern quantitative techniques can increase resource use efficiency in management and execution of developmental projects related activities of non-profit organisations.



Awasthi, M. K. 2005. Application of Kaizen in Managing Socio-Economic Development Process. Paper presented in the Fifth International Conference on ‘Operational Research for Development’, organized by the International Federation of Operation Research Societies, during December 19–21, 2005.

Application of industrial process quality management techniques viz., Kaizen could be easily applied in the field socio economic development process because both production process and development planning process uses some types of input, follow certain action/production process to get desired output. There is a remarkable similarities at strategic and operational planning level too as both processes are undertaken during a specified period of time, using limited human financial and physical resources and factors which are interdependent meaning that the situation and choices made in one field have implications for the choices to be made in other fields.

Paper explored the applicability of Kaizen in managing developmental planning process and attempted to analyse the associated constraints in its application.

Gupta, Kriti Bardhan. 2005. India and WTO: Evolving Competition and Trade Policy. Keynote paper presented in the National Seminar on ‘Facing the Challenges of Market Forces & WTO on ‘Modern Civilization’ in the 29th Indian Social Science Congress, organized by Indian Academy of Social Sciences, held at Lucknow University, Lucknow, during December 26-30, 2005.

The paper initially examined the basic framework and main principles of WTO for achieving the free and fair trade in the world. It further analyzed the various agreements under WTO in general, and Agreement on Agriculture (AoA) in particular, in terms of major expectations from these agreements and then highlighted the experiences in implementation of these agreements based on the last ten years facts and figures. It finally listed out the major implications and concerns for India for increasing the import and export competitiveness of Indian products. It emphasized that the global market for most of the products especially for agricultural products are imperfect, thin and quite volatile. There is a need to balance producer interest with consumer and societal interest in judging the competitiveness of the industry.

Saji, K.B. 2005. Towards An Empirical Investigation on the Performance of IJVs under Globalization in India. Paper presented and published in the refereed proceedings of the Fourth International Conference on ‘Business and Management’ (ICBM-4), held at Kaohsiung, Taiwan, R.O.C., during December 09-12, 2005.



The active phase of globalization has resulted in an increasing number of technology transfer agreements in India. Although numerous books and hundreds of articles have been written on the technology transfer practices in India, very few papers deal with the real issue of transferor transferee relationship in technology transfer process. To fill this critical gap, it has been decided to approach the process of technology transfer with a relationship perspective. Many authors concur that International Joint Ventures (IJVs) do provide an appealing path to the technology transfer process. Although inter-organizational exchange between IJV partners is at the heart of IJV's collaborative management, there are very few prior studies available on IJVs, in which the focal issue is the examination of IJV performance in the context of transfer transferee relationships. With this perspective in mind, a comprehensive study has been conducted on IJV as a mechanism of international technology transfer in India. This paper, which is an offshoot of such a study, is intended to achieve two specific objectives. First, to identify the relationship variables that could affect the performance of IJVs in India; and second, to develop a conceptual framework that could be used to empirically investigate the performance of IJVs under globalization in India.

Saji, K.B. and Weng, Hsiaowen. 2005. A Comparative Assessment of Global Competitiveness of Information Technology Industry in India and Taiwan. Paper presented and published in the refereed proceedings of the Fourth International Conference on 'Business and Management' (ICBM-4), held at Kaohsiung, Taiwan, R.O.C., during December 09-12, 2005.

With ever increasing availability of international bandwidth and powerful workflow management hardware, software, and brain ware, it has now become increasingly possible to disaggregate any business process, execute the sub-processes in multiple centers around the world, and reassembles it, in near-real time, at another location. This is driving fundamental changes in the global landscape of Information Technology (IT) industry, with various vendors and customers continuously redefining the levels of value creation. In the past two decades, IT industry continued to chart remarkable growth both in India and Taiwan. However the pattern of growth is observed to be different in both countries. While the hub of activities in Taiwan is focusing on hardware, India has its significant focus set on value added software. This context of potential complementarity has led to an exploratory study by the authors on the IT industry segment of both India and Taiwan. The paper, which is an offshoot of such a study, presents: (i) a comparative assessment of the contribution of IT industry to the economic growth of both India and Taiwan, and (ii) a conceptual framework for the comparative assessment of global competitiveness of IT industry in India and Taiwan.



Saji, K.B. and Nair, Uma S. 2005. Recent Trends in Product Innovation by Technology-Intensive Product Marketing Firms in India. Paper presented and published in the refereed proceedings of the International Conference on 'Innovative New Product Development: Engineering meets Marketing' (INPDEM-2005), jointly organized by Indian Institute of Management Bangalore, Indian Institute of Technology Madras, and Center for Global Innovation, University of Southern California, USA, held at IIT Madras, during December 21-23, 2005.

Recent academic researches have indicated that new products in the near future will account for a greater percentage of profit in the case of technology-intensive product marketing (TPM) firms. However, the product innovation indeed is a risky expensive endeavour that results in many products being aborted in the development cycle or failing during the introductory stage of the product life cycle itself. Over the past number of years, the researchers and industrialists have recognized the need for and importance of developing approaches to enhance competitive advantage in product innovation process. Despite the fact that many tools and techniques have been developed in an attempt to make the process more efficient and effective, product innovations are still prone to failures. In this context, an exploratory study has been initiated by the authors to track the reasons for these failures among the TPM firms in India. The present paper, which is an offshoot of such a survey based study conducted on 30 TPM firms in India, reports the recent trends in product innovation initiatives resorted to by the TPM firms in India. We found through this study that whilst most TPM firms have the ability to generate new ideas, they find it increasingly difficult to translate them into tangible products and services. It has been found out through the study that most of the TPM firms in India have upgraded their product innovation processes, but the final output is far from being maximized. The paper concludes that the product innovation process is neither well understood nor effectively managed within most TPM firms in India.

Saji, K.B. and Gururajan, Raj. 2005. An Extended Conceptual UTAUT Model for the WiFi Technology Adoption in Hospital Services Market. Paper presented and published in the refereed proceedings of the International Conference on 'Innovative New Product Development: Engineering meets Marketing' (INPDEM-2005), jointly organized by Indian Institute of Management Bangalore, Indian Institute of Technology Madras, and Center for Global Innovation, University of Southern California, USA, held at IIT Madras, during December 21-23, 2005.

WiFi technologies has advanced technologically and received considerable market acceptance in recent years across the world. It is now widely recognized that the wireless communication enabled by WiFi technologies allows the business customers to transcend time and place,



thus increasing accessibility and expanding both social and business networks. Wireless communication also promises them to provide convenience, localization, and personalization of the services that the businesses do provide. Though it is an important segment of business to business market, it has been observed that no creditable attention is being paid so far by the academics and researchers to help the industry set the technology marketing standards. In this direction, we have initiated an exploratory research on WiFi technology adoption by focusing on the important segment of hospital services market, both in India and Australia. The present paper, which is an offshoot of such a study, identifies the issues of relevance, thereby the parameters that control the adoption of WiFi technologies in the hospital services market; and also proposes an extended conceptual UTAUT (Unified Theory of Acceptance and Use of Technology) model for the WiFi Technology Adoption in Hospital Services Market.

Sensarma, Rudra and Sarkar, Subrata. 2005. *Partial Privatization and Bank Productivity*. Paper presented in the 5th Conference on ‘Models and Methods in Economics’, held at the Indian Statistical Institute, Kolkata, during December 28-30, 2005. [*Prof. Sensarma also chaired a session in the Conference*].

This study examines the impact of partial privatization on performance of state owned banks in India during the period 1986-2003. We employ the technique of stochastic frontier analysis to estimate bank-specific cost efficiency and use this measure of efficiency to compute a measure of total factor productivity. We find that partial privatization of banks by selling government shares to the public has led to higher productivity. This result suggests that, faced with political opposition to full privatization, even if the government does not relinquish control, but exposure to market discipline through partial privatization may be an effective way of achieving higher productivity.

Sharma, Mohita G. and **Singh, Kashi N.** 2005. *Managing and Adding Value to Spares Supply Chain through Option Theory*. Paper presented in the Conference on ‘Operations & Supply Chain Management (OSCM 2005)’, held at Bali (Indonesia), during December 15-16, 2005.

Investment in spares forms a major part of the cost in aviation, nuclear plants, and other capital intensive industries. This article analyses the breakdown pattern of spares and models the spares analogous to the stock market. Through the use of option theory we wish to minimize the investment in spares. Real options are counterpart of financial options in real assets. Options are time sensitive and create value in waiting. ‘Do not invest now’ does not mean ‘abandon the investment’-This characteristic of options has been used to add value to the spares supply chain.



CASES

Jain, Arun Kumar. 2005. Boeing: Flying High on Values. *IIML Case Series*.

Jain, Arun Kumar. 2005. Global Trust Bank: Neither Global Nor Trust Nor Bankable - The Collapse of India's Global trust Bank. *IIML Case Series*.

BOOK REVIEWS

Kumar, Sushil. 2005. Unleashing Change: A Study of Organizational Renewal in Government, by Steven Kelman. (Washington, D.C.: Brookings Institution press, 2005). Reviewed in *Metamorphosis* 4(1): 69-74.

Singh, Shailendra. 2005. Resilience at Work: How to Succeed No Matter What Life Throws at You, by M. Salvatore Maddi and M. Deborah Khoshaba. (New York: Amcom, 2005). Reviewed in *Metamorphosis* 4(1): 64-68.

EDITORIAL ASSIGNMENT

Saji, K.B. served in the programme committee and on the editorial review board of the conference proceedings of the 2005 Annual Conference of the Society for Marketing Advances (SMA), held at San Antonio, Texas, USA, during November 2-5, 2005. **Dr. Saji** did review for the track 'Technology, Innovation and New Products'.

KEYNOTE ADDRESS DELIVERED

Saji, K.B. 2005. Corporate India: The New Emerging Market Economy. Delivered a keynote address at the Fourth International Conference on Business and Management (ICBM-4), held at Kaohsiung, Taiwan, R.O.C., during December 09-12, 2005.

METAMORPHOSIS: A Journal of Management Research



First issue (2005) of Volume 4 of the Institute Journal entitled 'Metamorphosis: A Journal of Management Research' was released.

The current issue is an eclectic blend of researches and perspectives in the discipline of management. The issue chiefly talks about how supply chain management principles combined with new



technologies can help firms reduce costs and improve upon their efficiency. Besides, concerns related to individual and organizational development have been dealt with.

The issue is organized into four sections:

(A) ARTICLES: Two papers have been published in this section.

An Econometric Model and Empirical Analysis of Interrelationships between Debts, Dividends and \The Cost of Capital

Chenchuramaiah T. Bathala and Ramesh P. Rao

This paper talks about the endogenous relation between dividends, debt leverage and the cost of capital. The authors have developed an econometric model in a system of simultaneous equations. The findings of this paper provide important implications for financial and investment policies of firms.

Incorporating Impact of Economic Conditions on Pricing and Launch Sequence Determination of Commercial Vehicles

Atanu Chaudhuri and Kashi N. Singh

This paper deals with the critical decisions regarding choice of products to launch, determination of their price and launch sequences in any New Product Development (NPD) process. The authors discuss the existing mathematical models and develop a model that not only illustrates the impact of economic conditions on decision-making process, but also bridges the gap between the perceptions of managers and preferences of consumers.

(B) DISCUSSION FORUM:

Ways of Seeing: Competing Vistas on Organizational Improvisation

Miguel Pina e Cunha

The write-up views the necessity for improvisation of organizations in today's competitive environment. Improvisation has been viewed and discussed from an Austrian perspective as a process embedded in Schumpeterian environments.

(C) MANAGEMENT CASE:

Automating Control Systems for Servalakshmi Paper and Board: A Case Study

P.S. Sridharan, Chetan S. Sankar and Shiva K. Sankar

This case study looks into the automation process of Servalakshmi paper and Board, by the introduction of Programmable Logic Controllers (PLCs) by Megatech Inc. The project management details of this have been avidly discussed.



(D) **BOOK REVIEWS:** This section features two reviews.

Resilience: A Key to Success

Shailendra Singh

The book titled **‘Resilience at work: How to Succeed no matter what Life throws at you’** has been reviewed briefly. The reviewer also talks about the strategies suggested in the book to develop resilience and turn stressful situations to one’s advantage.

Unleashing Change: A Study of Organizational Renewal in Government

Sushil Kumar

The reviewer discusses about how and why the book presents a hopeful account of the potential for organizational change and improvement within large government organizations.

MANAGEMENT DEVELOPMENT PROGRAMMES

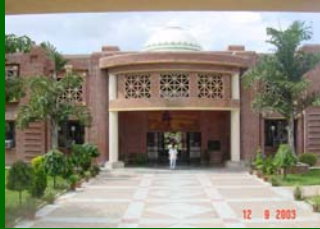
Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	MDP on Strategic Leadership for Building World Class Organization for DGMs of SBI	Prof. Pankaj Kumar & Prof. Anadi Pande	Lucknow January 2-7, 2006
2.	GMP for Defence Personnel	Prof. Archana Shukla & Prof. R Srinivasan	Lucknow Jan.2-June 6, 2006
3.	Strategic Leadership for Building World Class Organization for DGMs of SBI	Prof. K G Sahadevan	Lucknow January 9-14, 2006
4.	General Management Programme for Probationary Officers of SBI	Prof. Anadi Pande & Prof. R K Srivastava	Lucknow Jan.9-Feb.4, 2006
5.	MDP for BPCL Dealers - City & Metro)	Prof. Avinash Mulky	Lucknow Jan. 16-18, 2006
6.	Strategic Leadership for Building World Class Organization for DGMs of SBI	Prof. Vipul	Lucknow Jan. 16-21, 2006

STUDENT AFFAIRS/ ACTIVITIES

INDEX 2005:

PRESENTATION CEREMONY

The marketing intelligence fair of IIM Lucknow **INDEX** (INformation through Disguised EXperimentation), held during November 26-27, 2005 culminated on January 11, 2006, with the final presentation ceremony. The ceremony was evaluated by **Prof. Avinash Mulky**, **Mr. Govind Pandey** (Executive Vice-President, McCann-Ericsson) and **Mr. Nitesh Priyadarshi**



(Associate Director, Client Services, AC Nielsen ORG -MARG). Director of the Institute, **Dr. Devi Singh** presided over the Prize Distribution ceremony.

MANFEST 2006: THE COMPLETE CEO WORKOUT

MANFEST 2006, the annual All India Management Festival, organized by the students of IIML, during January 20-22, 2006, turned out to be a huge success. Manfest – The Complete CEO Workout – lives up to its name by means of the myriad competitions held under the umbrella of Biz Theatre (The Business Theatre) spanning all the verticals of management. Live Consulting assignment and Management Simulation games provided an avenue for the corporate partners to get consulting from the brightest minds on the contemporary problems and issues in the companies.

Various workshops and panel discussions with the eminent personalities from the corporates provided for first hand industry insights to the B-School students. The 2006 edition featured distinguished leaders in different fields, which included **Mr. Geet Sethi**, Billiards Champion & **Mr. Rajyavardhan Singh Rathore**, Olympic Silver Medalist, **Mr. Sunil Handa**, **Mr. Arvind Singhal**, CEO KSA, Technopak. The event also featured live music show by KK and famous Indian band "Parikrama". A very special and entertaining addition at MANFEST was the live show by **Mr. Naveen Prabhakar**, Finalist of the Great Indian Laughter Challenge.

"The Other Side", an event first of its kind, was conceptualized only for the **Foreign Exchange students**. This event gave an opportunity to see the Indian growth and economic development from the perspective of those from abroad. About 50 students from countries like France, Germany and Belgium participated in this event.

The three-day event attracted corporate bodies such as the Aditya Birla Group, TCS, SBI, ONGC, Reliance Infocomm and others.

BHAVISHYA: BLOOD DONATION CAMP

A voluntary blood donation camp was organized by **Bhavishya**, in association with Akansha, at the Health Centre of the Institute, on January 07, 2006. The camp saw an enthusiastic response from the students, the faculty and other community members. In total, 68 units of blood were collected from the institute. The donations were used for children suffering from cancer.



ALUMNI AFFAIRS/ ACTIVITIES



The IIM Lucknow Annual Alumni Reunion [nostalgia 2006] was an endeavor to strengthen ties between the institute and its alumni. It was an opportunity for the alumni to meet old friends and relive the past memories. The event also gave a chance for the current batch of students to interact with the alumni and learn from their experiences. This year's event was specifically targeted at the batches of 1991 & 1996 to commemorate their fifteenth and tenth year respectively as IIML alumni. The meet saw more than 80 alumni from all over the globe get back to their alma mater to relive their past. A GBM and faculty-alumni interaction also gave more insights for future direction of IIML.

REPUBLIC DAY CELEBRATION

Republic Day celebrations started with the Flag Hoisting Ceremony by the Institute's Director, **Dr. Devi Singh** at 09.00 a.m. This was followed by a colourful cultural programme put up by the Community Children.

Several sports activities like Drawing Competition, Race for Boys, Race for Girls, Sack bag Race for Boys, Balloon Race for Couples, 50 Mtr. Race for Boys, 50 Mtr. Race for Girls, Musical Chair (for ladies only), Ball in Bucket (for ladies only), Cycle Race, were also the part of the celebration for IIML Community members, organized by Employee Welfare committee (EWC).

The winners were distributed the prizes by the Dean (AA).

On the occasion, **BEST MOTIVATED EMPLOYEE** awards were also presented to the following employees of the Institute, by the Director.

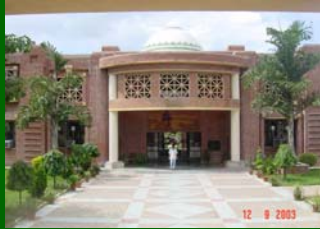
Group A (One Award of Rs. 7500)



Sri D.C. Goswami,
Asstt. Engineer (Electrical)



Sri Sudhir Chandra, Sr. Accounts Officer, was given a *Commendation Certificate*, as he had already received this award earlier in the year 2002.



Group B, C & D (Two Awards of Rs. 5000 each)



Sri Ashish Kumar,
Superintendent, Personnel



Sri M.V. Chadrashekhara
UDC, Personnel



In this category one special award of the same value was given to **Sri Prem Prakash**, Superintendent, Admission Office

Group C (One Award of Rs.5000)



Sri Dhramendra Singh, Library Asstt.

Group D (One Award of Rs.5000)

Sri Suresh Sharma, Accounts Section

FROM THE PRESS

- THE POWER-DRESSED executives of multi-national companies have some competition at hand from uniformed men. The general management programme for defence officers started on Monday with a large number of short service commissioned officers looking for exciting options to work in the corporate sector. A group of 60 such army officers are undergoing a six-month course of General Management at the IIM-L, up from the 49 last year.

Their course aims to provide them with the insight of the corporate world and familiarise the officers with the management fundamentals.

‘According to NASSCOM estimates, about 5 lakh jobs will be created in the Information Technology (IT) industry soon. These jobs will require



articulate, smart, trained and loyal executives. You have every thing. Just try to harness the resources of this institute of international repute to maximum.” said the DG.

On the occasion, IIM-L Devi Singh said: “The institute will try to provide the best of faculty, library and resources. We feel it is our social responsibility towards armed forces. You will get the best and you have to deliver the best.”

[Excerpts from The Pioneer (City Pioneer), Lucknow, January 03, 2006, pp. 02 [NC# 001]]

- THE IIM-L’s annual business conclave Manifest 2006 is set to commence from January 20. This year, the Aditya Birla Group Manifest, will attract over 350 students from various business schools across the country. Aditya Birla Group Manifest has been positioned by IIM-L as a ‘Complete CEO workout’.

This has been done because the business conclave not only involves management games, but also is interspersed with paper presentation, case study analysis and interactive industry-student sessions. The three-day event has attracted corporates such as the Aditya Birla Group, TCS, SBI, ONGC, Reliance Infocomm and others.

[Excerpts from Hindustan Times (HT Lucknow Live), Lucknow, January 08, 2006, pp.01[NC# 010]]

IIM LUCKNOW has initiated a unique concept that provides a window of opportunity to the corporate world for proactive social welfare. Their event Ocumen is an exclusive summit that aims at helping young impressionable minds mould their opinion towards the world of management.

The event would take place at IIM-L campus on Sunday. Ocumen has been launched by Oculus committee with support of Student Affairs Office at IIM Lucknow. Developed as a platform for School students across the country to come together and experience life at a premier B school like IIML.

Ocumen was launched last year, but the scope of the event was local and only schools from the city of Lucknow were invited. Keeping in mind the operational issues that can prevent many schools from coming to the IIM-L campus, the committee has decided to conduct this year’s event in two formats so that students from different schools do not miss out on a unique learning opportunity.

The two formats will be an Ocumen Off- site event which will be held for schools that cannot come to the campus due to distance or other



difficulties and an Ocumen Onsite event for schools who would come to IIM-L campus and participate in the management games there.

[Excerpts from Hindustan Times (HT Lucknow Live), Lucknow, January 08, 2006, pp. 03 [NC# 011]

ON Sunday, students of some eight schools had an opportunity to interact with some of the best managerial brains of the country at Ocumen 2005. While most of these 48 students had come well prepared for the event, their preparations went in vain as all competitions tested their spontaneous skills.

These kids were earlier selected through an e-mail based set of tasks last year and those who performed the best were invited to Ocumen at the Indian Institute of Management (IIM), Lucknow. In all eight schools participated in the event with Modern School, Barakhamba Road, Delhi; delhi Public School, Marutikunj, Gurgaon and Little Flower from Gorakhpur being the three schools from outside city.

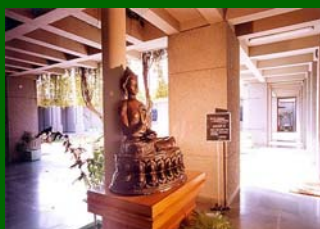
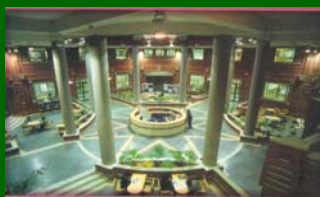
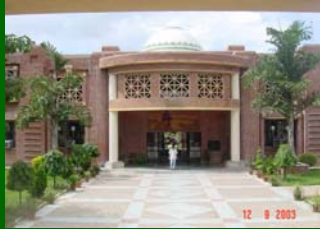
Six schools from Lucknow participated in the event including Colvin Taluqdars' College, Mahanagar Boys, Modern School, Army Public School, City Montessori School, Mahanagar, and City Montessori School, Gomti Nagar. Army Public School had won the event last year.

Prof Dharmendra S Sengar, chairman, student affairs at IIM-L said in his inaugural address, "The basic purpose behind Ocumen 2005 is to create awareness about IIM Lucknow and to develop an interest and curiosity amongst the younger generation for management." Ocumen shall provide a look into the future, provide an insight into the corporate world and aims to truly comprehend the often used word 'management', he added, speaking to the children.

[Excerpts from The Indian Express (Express Newsline), Lucknow, January 09, 2006, pp. 03 [NC# 018]

LOOKS like Lucknow's revamped image has helped more than just those craving to shop at malls. Sparkling in reflected glory is *apna* IIM-L too. Howzzat you say? Well for one, the budget of the institute's annual Manfest which kick started yesterday, has doubled from Rs 33 lakh to a whopping Rs 62 lakh.

And what's that got to do with the image make-over you wonder? A lot actually says Kunal Tayal, Manfest co-ordinator, IIM-L, "Lucknow's changing image has actually helped us a lot. There has been a change in perceptions and Lucknow isn't seen as a small town anymore. And this change has come not only among the corporates but also with the celebrities we invite.



But Prof DS Sengar, chairman of the students' committee at IIM-L does not rule out the hard work the students put in either. "A lot depends on how motivated the students are. Of course, the fact that several corporates have offices in the city and now get first hand information about the institute and its activities instead of getting filtered news sitting in distant places like Mumbai helps."

[Excerpts from *The Times of India (Lucknow Times)*,
Lucknow, January 22, 2006, pp.01[NC# 037]

The SAMANJASYA Hall of IIM-Lucknow reverberated with emotional rhetoric of speakers unanimously demanding "stringent punishment for guilty" at the Manjunath Memorial Alumni Get-together, which was part of the B- school's ongoing yearly extravaganza 'Manfest2006'.

Despite his irreparable loss and sorrow, the slain IIM graduate and IOC official Manjunath Shanmugham's father M Shanmugham was a picture of strength today. Speaking at the hall where his son used to enthrall the audience with his soulful voice, Shanmugham Senior said: "Please help me so that the case is not diluted and reaches its logical conclusion."

The batchmates of Machan as Manjunath was popularly known as, got together to remember their beloved friend whose life was cut short by oil mafia of the state. As his father walked towards the stage, the hall packed with alumni and students went into a pindrop silence.

[Excerpts from *The Pioneer, Lucknow, January 22, 2006,*
pp.03 [NC# 050]

GYANODAYA- RECENT ARRIVALS

1. Christensen, Ralph. 2005. *Roadmap to Strategic HR*. New York: Amacom: 270p.
2. Weaver, Richard G. 2005. *Crisis at Santa's Workshop: Using Facilitation to get more...* 1st ed. San Francisco: BK: 147p.
3. Dowling, Ross K. and Newsome, David. Ed. 2006. *Geotourism*. Amsterdam: Elsevier: 260p.
4. Helliar, Christine [et al.]. 2005. *Interest Rate Risk Management*. Amsterdam: Elsevier: 125p.
5. Kunz, Grace I. 2005. *Merchandising: Theory, Principles, and Practice*. 2nd ed. New York: Fairchild Pub: 538p.
6. Sadgrove, Kit. 2005. *The Complete Guide to Business Risk Management*. 2nd ed. England: Gower: 329p.



7. Narayanan, V.K. 2005. *Casual Mapping for Research in Information Technology*. Hershey: Idea group: 386p.
8. Vriens, Dirk. 2004. *Information and Communication Technology for Competitive Intelligence*. Hershey: IRM press: 305p.
9. Mishkin, Frederic S. 2006. *The Economics of Money Banking and Financial Markets*. 7th ed. Boston: Pearson: 670p.
10. Bolton, Patrick and Dewatripont, Mathias. 2005. *Contract Theory*. Cambridge: MIT press: 712p.