

NEWSLETTER

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**Indian Institute of Management,
Lucknow**

RESEARCH PUBLICATIONS

INTERNATIONAL COLUMN



Kumar, Ashwani. 2005. Interpretability and Mean Square Error Performance of Fuzzy Inference Systems for Data Mining. *Intelligent Systems in Accounting, Finance and Management: An International Journal* 13(4). (Published online: Aug. 2006).

Over the years, many methods have become available for designing fuzzy inference systems from data. Their efficiency is usually characterized by a numerical index, the mean square error. However, for human-computer cooperation, another criterion is needed; the rule interpretability. This paper analyzes two kinds of fuzzy inference systems; the first kind uses fuzzy clustering algorithms to organize and categorize data in ho-

mogeneous groups, and the second kind uses grid partitioning (generated from data or given by experts) of the multidimensional space. The methods are compared according to mean square error performance and an interpretability criterion. Simulation results carried out on a forecasting problem associated with stock market are included.



Saji, K.B. 2006. Meta-Analysis of the Body of Knowledge as Applied to Recent Empirical Researches in Strategic Alliances Management. *International Journal of Management Sciences* 2(1): 7-21.

While strategic alliances are intrinsically difficult to manage, many experts argue that as business risks soar and competition grows more severe, alliances among firms become necessary for survival. Indeed, the formation rate of strategic alliances has increased dramatically in recent years. It is high time now that we need to consolidate the current and future thinking on international

cooperation. In line with this emerging perspective, especially in the past one decade, academicians have devoted increasing attention to the conditions fostering satisfactory alliances. The present paper reports the results of the meta-analysis performed by the author on the body of knowledge applied to recent empirical researches in strategic alliances management.

BOOK CHAPTER



Singh, S. 2006. Emotional Intelligence among Junior Leaders: Relationship with Organizational Citizenship Behaviour. In Singh, P., Bhatnagar, J. and Bhandarker, A. (Eds.), *Future of work: Mastering challenge*. New Delhi: Excel Books: 253-270.

This paper has examined the relationship of various EI dimensions with three outcome variables namely, organizational citizenship behaviour, per-

sonal effectiveness and quality of life. The study has followed Goleman's (1998a) Model of EI competencies. Five dimensions: Self Awareness, Self

Regulation, Motivation, Empathy, and Social Skills were incorporated in the EI scale. Self awareness consisted of items covering issues of identifying one's own emotions and their impact on behaviour, accurate self assessment and self-confidence. Self Regulation covered the issues of impulse control, stress tolerance, adaptability, and creativity. Motivation dimension consisted of items on achievement drive, optimism, and initiative. Empathy incorporated items relating to interpersonal sensitivity, customer orientation and political awareness. Social Skills included items relating to leadership, influence, communication skill, change catalyst, and team and collaboration. Data were collected from 504 junior leaders belonging to Indian army while the participants had come for training in one of the Junior Leadership Academy located in North India. Questionnaire was translated into Hindi as most

of the participants were Hindi speaking. The EI dimensions were hypothesized to be positively related with the three outcome variables namely: organizational citizenship, personal effectiveness and quality of life. EI scales showed acceptable levels of alpha reliability. The results showed that all the five dimensions of EI : Self Awareness, Self Regulation, Motivation, Empathy, and Social Skills were positively correlated with the three outcome variables suggesting that EI dimensions positively contribute to outcome variables. The five dimensions of EI were regressed on the three outcome variables to examine the strength of relationship with EI dimensions. Motivation appeared to be most robust predictor, as it remained a significant contributor in all the outcome variables. Theoretical and practice implications of the study were discussed and along with its limitations.

PAPERS



Anand, Manoj and Malhotra, Keshav. 2007. Working Capital Performance of Corporate India: An Empirical Study. *ICFAI Journal of Applied Finance* 13(1): 46-81.

This paper attempts to develop quantitative benchmarks at the firm and the industry level, so as to evaluate the working capital management performance of Corporate India from time to time. An earlier attempt was made by Anand (2001) based on the methodology designed by the CFO Europe and REL Consultancy Group for the year 1996-97. In another attempt, Anand and Gupta (2003) experimented with a number of parameters and different weights in the overall score to have a better picture of working capital management performance of Corporate India. The study employs the methodology developed by Anand and Gupta (2003) and provides estimates by using the data of 339 S&P CNX 500 nonfinancial companies with at least three years of publicly

available records over the period 2001-02 to 2003-04 for each company and industry. During the period of study, Corporate India has achieved a Compound Annual Growth Rate (CAGR) of 26.3% in net sales and 1.6% in the three-year average cash operating margins. The length of the operating cycle and cash conversion cycle has reduced by 10.2% and 12.7% respectively on compounded annual basis. The paper finds very little evidence on the positive relationship between working capital management and firm profitability. The findings of the paper capture the dynamics of risk-return trade-off, which will help the performance evaluation of working capital management of Corporate India.



Sonia and Puri, M.C. 2006. Bilevel Time Minimizing Assignment Problem. *Applied Mathematics and Computation* 183: 990-999.

This paper deals with the optimal selection of m out of n facilities to first perform m given primary jobs in Stage-I followed by the remaining $(n - m)$ facilities performing optimally the $(n - m)$ secondary jobs in Stage-II. It is assumed that in both the stages facilities perform in parallel. The aim of the proposed study is to find that set of m facilities performing the primary jobs in Stage-I for which the sum of the overall completion times of jobs in Stage-I and the corresponding optimal comple-

tion time of the secondary jobs in Stage-II by the remaining $(n-m)$ facilities is the minimum. The developed solution methodology involves solving the standard time minimizing and cost minimizing assignment problems alternately after forbidding some facility-job pairings and suggests a polynomial bound algorithm. This proposed algorithm has been implemented and tested on a variety of test problems and its performance is found to be quite satisfactory.

CONFERENCE PAPERS



Dash, S.B. 2007. Antecedents of Long-Term Buyer-Seller Relationships: An Empirical Study in Indian Commercial Banking Context. Paper presented in an International Conference on 'India in The Emerging Global Order', sponsored by Academy of International Business (India), held at XIMB Bhubaneswar, during January 29-31, 2007.

This paper aims at developing and examining a model to identify key antecedent factors affecting long term business to business buyer seller relationships in Indian commercial banking context. This study builds on recent advances in the study of buyer-seller relationship by treating degree of commitment of the participant to the relationship as surrogate measure of long-term buyer-seller relationship. Drawing on organizational buying behavior theory and channel relationship theory, a comprehensive causal model

of antecedent constructs of commitment has been developed and examined. Result of the study revealed that social bonding; trust and perceived Interdependence were important predictors of commitment. Mutual Communication exchange and cooperation between corporate client and bank were important predictors of trust. Varied degree of importance was placed on different 'success' variables in developing long-term relationship.



Kulshreshtha, Anupam and Srivastava, Rajiv K. 2006. Simultaneous Decision of Terminal Locations and Train Services on Linear Network. Paper presented at the 10th Annual Conference of the Society of Operations Management, held at IIM Ahmedabad, during December 21-23, 2006.

In current paper we are addressing the issue of selection of Intermodal Terminals along with choice of the optimal set of train services in a Linear Intermodal Rail-Road Network. We are focus-

ing on the long haul part of the Intermodal services. Our objective is to choose an optimal set of terminals and train services along with the train loading patterns. The problem is structured as a

mixed Integer program and solved with the help of Cplex. In the problem formulation, we have considered the average demand across node pairs, capacity of various nodes, train capacities

and the route capacity for deciding the above mentioned components of the Intermodal network.



Kumar, Ashwani. 2006. Hybrid Rough/Fuzzy Modeling of Advertising Effects on Consumer Preferences. Paper presented in the Information Resources Management Association Conference (IRMA 2006), USA, during May 21-24, 2006.

Advances in computational methods have led, in the marketing domain, to huge databases of consumer and marketing information. In the past decade, various machine intelligence techniques have been applied in mining this data for obtaining knowledge and in-depth information about the consumers and the markets. This paper presents a hybrid rough/fuzzy model to discover knowledge on advertising effectiveness from time series databases on consumer preferences and advertising expenditures. The data set used

for application example contains weekly investments in different media categories: TV, radio, cinema, morning press, evening press, popular press, special interest press, and outdoor posters; for seven makes of cars on Swedish market, and consumer awareness and preference indices. Rough Set Data Analysis (RSDA) is used to analyze complex relationships among marketing variables and to identify influential media categories for advertising. A Fuzzy Inference System (FIS) is then constructed to provide marketing decision support.



Raj, Piyush and Srivastava, Rajiv K. 2006. Scheduling Long Cycle Products for Throughput Improvement. Paper presented at the 10th Annual Conference of the Society of Operations Management, held at IIM Ahmedabad, during December 21-23, 2006.

In this paper we suggest a framework for improving throughput of long-cycle products like ships, aircrafts and large machineries. We propose a tight backward integrated scheduling approach and a workgroup structure to ensure that constituents and the final product are available 'on time'. We identify constrained spatial resources at block assembly stage and suggest spatial

schedules to improve their output. We formulate an MIP model and propose a computational algorithm to arrive at good solutions. We synthesize our first hand experience in similar environment and work in close association with a long-cycle product manufacturer in India to derive meaningful suggestions.



Saji, K.B. 2006. A Case Study Approach to Model the E-commerce Adoption Capability of Indian Rural Market Co-operatives. Paper presented in (as well as published in the refereed proceedings of) the Fourth International Conference on 'E-Governance (ICEG-2006)', held at Indian Institute of Technology Delhi, during December 15-17, 2006.

Electronic commerce is now widely believed to have the potential to make significant inroads into the not-so exploited Indian rural market.

Through an exploratory study, it has been attempted by the author for the first time in India to identify the factors that govern the e-commerce

adoption capability of Indian rural market cooperatives, for which a case study method involving three carefully chosen Indian rural e-commerce ventures has been employed. The present paper is an offshoot of the exploratory phase of

the study, which is successful to the extent of developing a conceptual model for assessing the e-commerce adoption capability of Indian rural market cooperatives.



Saji, K.B. and Agarwal, A. 2006. Conceptual Modeling of the B2B m-Payment Technology Adoption Process. Paper presented (as well as published in the refereed proceedings of) the Second International New Product Development Conference, organized by Product Development and Management Association (PDMA India), held at Chennai, during December 20-21, 2006.

Although the notion of technology adoption in the B2B setting has caught the attention of many researchers around the globe, hardly few researchers have investigated the issues inherent in the m-Payment Technology Adoption Process. Therefore it has been decided by the researchers to explore the process of m-Payment Technology Adoption in the context of B2B m-Commerce. With this perspective, the two specific research

objectives have been set for the study, viz. (i) to explore the factors that govern the m-Payment technology adoption process in the B2B setting, by resorting to a case study method; and (ii) to develop a conceptual model for the B2B m-Payment technology adoption process. The present paper reports the preliminary outcomes of the research



Sinha, M.P. and Srivastava, Rajiv K. 2006. Maintenance and Scheduling of Locomotives for Passenger Operations in Railways: A Case Study. Paper presented at the 10th Annual Conference of the Society of Operations Management, held at IIM Ahmedabad, during December 21-23, 2006.

Indian Railways operate its services with a fleet of about 3500 diesel locomotives for hauling passenger and goods trains. These locomotives are assigned a Diesel Shed which carries out all maintenance tasks including breakdown maintenance and preventive maintenance. The case study is an attempt to study and design link schedules inte

grated with maintenance activities so as to minimize the number of locos needed to run the required number of passenger services. Improvement and integration of link schedules and maintenance activities will enable making more locos available for freight train operation and in turn increase profitability of Indian Railways.

WORKING PAPER



Mittal, Amita. 2006. Motives for Collaborative Arrangements - The Case of Cyber Media. IIML WPS2006-07-03

Cooperative activity between firms has become necessary due to high uncertainty and turbulence in the competitive sphere. The limitations and inadequacies of individual firms in compet-

ing in increasingly global markets, with rapidly changing technologies and requirement of investment funds to supply new products with ever shortening life-cycles is pushing more firms to-

wards cooperative arrangements. While substantial research has been conducted on the subject, most of the motives brought out are from the perspective of firms in developed countries that cooperate to achieve competitive advantage. The last decade has witnessed firms in less developed countries rapidly developing collaborative arrangements for conducting business.

India too, has witnessed a rising trend in collaborative arrangements during the past few years, which evoked interest in finding the motives for such strategies. Publicly announced collaborative arrangements in India indicated that on an average about fifty agreements are taking place every

month, of which two-thirds are cross border agreements. While there is substantial research on the motives for collaborative arrangements in developed countries, motives for the partner in the less developed countries have received limited attention.

This paper attempts to identify the motives for collaborative arrangements of an Indian firm, Cyber Media, South Asia's largest specialty print media company. It analyzes a series of collaborative arrangements of Cyber Media to draw insights and deepen the understanding of the motives for such arrangements.

BOOK REVIEWS



Singh, S. 2006. *An Experiential Approach to Organization Development*, by **D.R. Brown and D. Harvey**. Reviewed in *Metamorphosis* 5(1): 113-117.

The book titled 'An Experiential Approach to Organization Development' has been reviewed. The reviewer clearly states the objective of authors to help students and practitioners gain an insight into

organization development and put all that has been learnt into practice. He also explains how the authors use behavioural simulations and case studies to bring home the concepts and theories of OD.



Singh, S. 2006. *Industrial Relations*, by **C.S. Venkata Ratanam**. Reviewed in *Indian Journal of Industrial Relations* 42(2): 304-308.

As long as you have employers and employees, you will have industrial relations (IR). Despite being an important managerial function and a challenging management discipline, the profession is experiencing short supply of trained human resources. Not only we have shortage of IR professionals but also have an acute shortage of standard reference material and text books. Thus, the

book under review is a welcome effort as it fills the long standing demand of an updated textbook on Industrial Relations dealing with contemporary issues in IR. The book is primarily intended for post-graduate students of management but can be equally usefully for other related disciplines and practicing professionals.

METAMORPHOSIS: A Journal of Management Research



First issue (2006) of Volume 5 the Institute bi-annual, peer-reviewed 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 discusses changes in business environment and talks about optimizing processes and managing complex transformations to ensure customer satisfaction, cost reduction and quality products and services.

The issue is organized into four sections:

- (A) **ARTICLES:** Three papers have been published in this section.

EFFECT OF COUNTRY OF ORIGIN ON BUYING BEHAVIOUR

Prem C. Puwar and Nupur Mathur

This research paper examines the response of consumers to products imported from another country, designed in one country yet assembled in another country; and manufactured in one country but branded in another. Through the use of conjoint analysis technique, the authors study the differential effects of country of origin and country of design in combination with potentially important cues, namely brand and price for television and car. Findings suggest that the brand name and image are the most important piece of information used by consumers, while the country

of assembly has the lowest importance. The authors conclude that brand building strategy is very important and considerable investment should be made on brand communication.

CRITICAL SUCCESS FACTORS IN CRM IMPLEMENTATION: SOME RESEARCH ISSUES

Mohammed Al-Ajlan and Mohamed Zairi

In recent years, many organizations have identified the need to become more customer-facing with increased global competition. Therefore, customer relationship management (CRM) has emerged to the agenda of many organizational strategies. CRM is an approach which combines people, process, and technology that allows the organizations to understand their customers and retain the most profitable ones. In this paper, authors discuss the factors that affect a CRM implementation, based on a comprehensive analysis of CRM literature, combined with research studies and organizational experiences.

BEYOND SUPPLY CHAIN: A DEMAND CHAIN PERSPECTIVE FOR SUPERIOR MARKET RESPONSIVENESS

This paper identifies that there are at least six reasons behind failure of supply chain in the present turbulent market scenario, where superior market responsiveness capability is the key for success. Authors conclude that success comes through integrated and collaborative efforts of the firm and its demand chain members. Creating a work environment that encourages

rapid response to customers' needs and attentive follow-through is the key to leveraging in present market scenario.

(B) DISCUSSION FORUM:

SERVICE ENCOUNTERS IN VALUE NETWORKS: DIMENSIONS FOR PURE SERVICE OFFERINGS

John Hamilton and Willem Selen

Through this forum paper, authors address the service encounter for pure services over the Web that are developed and delivered within a service value network. Authors talk about reducing possible bullwhip effects, raise web-interface development issues, discuss 'customer-targeting' issues, focus on information and communication technology, highlight the importance of web-related financial metrics and finally discuss strategic positioning and strategic alignment issues in a value network using Porter's five forces model applied to the Internet, as well as an adaptation of Kaplan and Norton's balanced scorecard.

(C) MANAGEMENT CASE:

TRANSFORMING INDIA POST: CROSSING THE CROSSROADS

M. Janakiraman

This case study traces the journey of organized postal services in India, illustrates the product portfolio of India Post, examines the organizational structure and net-

work and talks about new business initiatives started by India Post, technology-driven measures and how these changes would gradually contribute to comprehensive transformation in the long term.

(D) BOOK REVIEWS: Two books have been reviewed.

OPERATIONS MANAGEMENT: THEORY AND PRACTICE

Sushil Kumar

The book titled 'Operations Management: Theory and Practice' has been reviewed. The reviewer explains the utility of this book, especially to Indian students, by its distinguishing feature of giving India-specific examples and exploring the theme of operations management from the perspective of continuous improvement practices.

AN EXPERIENTIAL APPROACH TO ORGANIZATION DEVELOPMENT

Shailendra Singh

The book titled 'An Experiential Approach to Organization Development' has been reviewed. The reviewer clearly states the objective of authors to help students and practitioners gain an insight into organization development and put all that has been learnt into practice. He also explains how the authors use behavioural simulations and case studies to bring home the concepts and theories of OD.

MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Business Planning and Growth Strategies for World Class Performance for GAIL Executives	Abhishek Nirjar & Prof Manoj Kumar	Lucknow January 08-10, 2007
2.	Refresher Training Programme on Marketing for GCOMF Executives	Prof M Janakiraman & Prof Saji K B Nair	Lucknow January 15-20, 2007

FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Leadership Through Human Values: Discover your Knowledge Signature	Prof. Debashis Chatterjee	Lucknow Feb. 5-7, 2007
2.	Optimization Models for Telecom Networks	Prof. Y.K. Agarwal	Lucknow Feb. 5-7, 2007
3.	Finance for Non-Finance Executives	Prof. Madhusudan Karmakar	Lucknow Feb. 5-9, 2007
4.	Environmental Management for Business Advantage	Prof. D.S. Sengar	Lucknow Feb. 12-14, 2007
5.	International Corporate Finance for Managers	Prof. Devi Singh & Prof. S.C. Bansal	Lucknow Feb. 13-17, 2007
6.	Risk Management for Banks and Financial Institutions	Prof. M. Jayadev	Lucknow Feb. 14-16, 2007
7.	Personal Growth through Self Exploration	Prof. Shailendra Singh	Lucknow Feb. 19-21, 2007
8.	Economic Tools for Better Business Planning	Prof. Sangeeta D. Misra	Lucknow March 06-08, 2007
9.	Contract Management and Dispute Resolution	Prof. D.S. Sengar	Lucknow March 12-14, 2007

BOOK EXHIBITION

Library is a trinity of collection-user-staff. There should be continuous growth in all three dimensions. Taking care of this Gyanodaya organises **Book Exhibition** of latest books every year. This year also it was organized from January 11-13, 2007.



The exhibition received an overwhelming response from all faculty members for their active participation in the event.



Total number of titles : **4547**
Total number of titles recommended: **944** (in different subject areas)
Total vendors participated : **8** (6: Lucknow and 2: New Delhi)

STUDENT AFFAIRS/ACTIVITIES

MANFEST 2007: Indian Roots, Global Ambitions

Manfest - an ISO 9001:2000 certified event, is IIM Lucknow's annual business conclave and over the years, it has become one of the most keenly awaited events in the Indian B-school calendar. This year, Manfest, organised during January 19-21, 2007, propounded a theme of a resurgent, vibrant India - **Indian Roots, Global Ambitions**.

The chief guest for the inauguration was **Mr. Raghu Pillai** - CEO of Reliance Retail with **Mr. Chandra Sekaran** - MD of CTS as the guest of honour. The inauguration was also attended by **Dr. Devi Singh** - Director of IIM Lucknow and **Dr. D.S. Sengar** - Chairman of Student Affairs. It was followed by the release of Gravitas - the annual Manfest publication.



Gravitas showcased the views of India's foremost personalities like Dr. A.P.J. Abdul Kalam - President of India,

Chairman of Reliance Industries, B.N. Kalyani - Chairman and MD of Bharat Forge, K.M. Birla - Chairman of Aditya Birla Group amongst other illustrious names.



This year's Leaders' Express comprised CEO of Genesis Films - **Prahlad Kakkar**, who dwelled on his success story, President and MD of Cognizant - **Chandra Sekharan**, who spoke about the future of IT in India, Chief Executive of Reliance Retail - Raghu Pillai, who focused on modern retail, "Father of the Indian IT Industry" - F.C. Kohli and CEO Rediff - **Mr. Ajit Balakrishnan**, who held a talk on entrepreneurship opportunities. This is an event where leaders from different walks of life, chronicle their experiences and provide guidance to the future leaders of the nation.

The global ambitions of Manfest came to the fore

with Treatise, Contact Singapore and Cross-Cultural Workshop. Treatise - the international thought



challenge highlighted the rise of India globally, with international and national students envisaging a future roadmap for India. International teams from St. Gallen, Switzerland; National University of Singapore and Anderson School of Management UCLA, USA participated in the finals. **Mr. Robert de Haas**, HR of ING, sensitized his audience on the necessities of cross-cultural awareness. There was also an informative session on the job opportunities for IIM students in Singapore.

The Lucknow CEO Forum hosted by **Mr. Jayant Krishna**, TCS, unearthed many important viewpoints concerning the development issues in U.P. Dignitaries participating in the forum included **Runa Banerji** (CEO, SEWA), **Ravi Bhushan Singh** (CEO, IITC, Organic India Ltd.), **Rajesh Ramchandani** (ED, Fusion Electronics Ltd.), **Vinamra Agarwal** (VP, Prologix Software Solutions).

The Finance Panel Discussion of Leaders from Top Banks raised issues about the rising trend of Indian Companies on a Global Acquisition Spree. It discussed the larger aspect of mergers and acquisitions and Indian laws regarding the same.



The cream of management students traveled from all over India and slugged it out in the case analysis competitions. Ernst & Young, Fino, Mahindra & Mahindra, Virtusa and the Aditya Birla Group came up with tough and challenging tasks. But the bright

sparks representing the future of Indian business presented their analyses with enough panache and confidence to make their listeners sit up. It was also time to put classroom learning to test with the Strategy Simulation game sponsored by the Aditya Birla Group. The much anticipated '**Biz Quiz**', hosted by the renowned sports journalist **Mr. Gautam Bhimani** delivered its promised punch.

Nirvaan, the entrepreneurship challenge was an event that saw proposals for a whole range of new businesses. With the promise of seed fund from Nirma Labs as the prize, the stakes were high, and no wonder, the quality of the proposals was high too.

The curtain call on Manfest was **VIBES**, the traditional mega party, with everyone losing their inhibitions on the dance floor and taking a well deserved break from the battle for glory at Manfest and burying the proverbial hatchet. It witnessed the strengthening of bonds of brotherhood and camaraderie among all participants.



List of winners of competitions

E&Y Finezze:

Winner : **Paritosh Chhabria, Harshvardhan Baid- IIML**
 Runners up: **Kumar Abhishek, Shobhit Aggarwal- IIML**

M&M Marksmen

Winner : **Jaideep Manchanda, Debarshi Dutta- IIML**
 Runners up: **Amit Sodhi, Vivek Maheshwari- ISB**

FINO Consult Pro

Winners : **Varun Arora, Amit Singh - IIMC**

Runners up: **Deepali Sehgal, Varun Poddar - IIML**

Virtusa Systematrix

Winners : **Aditya Kaviraj, R. Sivanath - IIML**

Runners Up: **Abhishek Bansal, Nikhil Bagalkotkar - IIML**

Ozone

Winners : **Anirudh Warman - S.P. Jain**

Runners up: **Pallavi Chaudari, Nanditha VM - VGSOM-IITKGP**

ABG Startstruck

Winners •: **Dhirendra Ukarde, Nikhil Salve, Bhadresh Shah, Mangesh Ghogle - JBIMS**

Runners Up: **Anshul Gupta, Atul Bahl,**

Nitin Agarwal, Vipin Aggrawal - IIML

Treatise

Winner:

Arul V - IIMB

Runners Up:

Anderson School of Management UCLA, USA and IIML

Supply Chain Simulation

Winners :

Rajib Sen Sharma, Bhushan Chitaloy, Mrityunjay Agarwal, Ronjay Chakraborty- IIML

Runners Up:

IIML and MDI

Call for Arms

Winners :

XLRI

Runners Up:

JBIMS

Brand Wars Plan

Winners :

FMS & NTPC

Runners Up:

Adit Sharma, Vipin Aggrawal, Nipun Kalra- IIML

BHAVISHYA: BLOOD DONATION CAMP

A voluntary Blood Donation Camp was organized by **Bhavishya**, in association with Aakansha, an organization run by the Govt. officer's wives, at the

Health Centre of the Institute, on January 27, 2007. The camp saw an enthusiastic response from the students, faculty, and other community members.

ALUMNI AFFAIRS/ACTIVITIES



2007...an affair to Remember

The IIM Lucknow Annual Alumni Reunion [**nostaLgia 2007**], a time when the prodigal children of the institute return to their roots - a momentous occasion for the entire IIM Lucknow community. This year was made special as the batch of **1987** - the first batch to step out of this Alma mater,

returned to celebrate their 20 year graduation reunion.



Celebrated during January 19-21, 2007, at a time when the campus was already buzzing with Manifest activities, the event saw more than 50 alumni descend on campus. The nine alumni from the 1987 batch, who were seeing the new campus for the first time, were especially excited. Esteemed Alumni, stalwarts in their own fields; entrepreneurs, high fliers from companies like J.P Morgan, PWC, Microsoft, Pepsi, Cisco and many others united on campus. They relived the experience of being a part of this institute and enjoyed to the hilt.

The event kick started with the 'bonfire-party', where the nostalgia ceremonial cake was cut. A visit to the classrooms brought back fond memories of Professors as well as classroom fun. The event that really brought out the best in the alumni was Sepia tinted days. Sunday, i.e. January 21,

morning took them back to the class of **Prof. Subrata Chakraborty** (Director, JIM Lucknow), who had taught the batch of 1987, returned to take class and got reacquainted with the alumni.

The same morning also saw the Alumni Association Annual General Body Meeting take place. **Ms. Anjali Mulatti**, batch of 1993 received the 'Contributor of the Year' award for her excellent work with the Manjunath Shanmugham Trust. The meeting was followed with a lunch where faculty interacted with the alumni. This officially was the culmination of nostalgia 2007, giving the alumni a chance to revitalize bonds with the institute and for the students to interact with our successful alumni and get inspired by their success.

The goodbyes had been said, but nostalgia 2007 will be a memory to cherish for everyone.

NEW MDP CENTRE INAUGURATED

A new MDP Centre has been inaugurated at the campus on January 31, 2007. **Shri Hari Shankar Singhania**, Chariman, BoG inaugurated the new MDP centre. At the inauguration site Shri Singhania addressed the media personnel and answered their queries.

The new MDP centre will operate from a spacious

20,300 sq. ft., two storied, air-conditioned and functionally designed building with a capacity of 340 participants. It has One Seminar Room (60 Seater), 5 Class Rooms (40 Seater), 4 Syndicate Rooms (20 Seater). The class rooms are well-equipped with ergonomically designed furniture and fittings.

COMMUNITY AFFAIRS

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 Art Competition, Race

for Boys, 50 mtr. and 100 mtr. Race for Boys and Girls, 200 mtr. Race for Boys, 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 Dr. Devi Singh, Director, IIML.

SARASWATI PUJA

SARASWATI PUJA was performed on January 23, 2006 in the Samanjasya Hall.



FROM THE PRESS

- Abhiyan, The entrepreneurship cell of Indian Institute of Management-Lucknow (IIML), announced the launch of Nirvaan, the national business plan competition. This annual entrepreneurship event is an initiative guided towards fostering the spirit of entrepreneurship among the younger generation. Nirvaan '07 will be held in three phases. The top eight teams will present their plans during Manfest, IIM Lucknow's management festival on January 20, 2007. The finalists will be offered mentorship programme by Indian's top entrepreneurs with thge potential incubation to be the winner to be worth as much as Rs. 20 lakhs by NirmalLabs.

[Excerpts from The Hindustan Times, Mumbai, January 03, 2007]

- ...IIM Lucknow is expected to shortlist nearly 1,000 candidates for its two courses — namely, the post graduate diploma in management (PGDM) and post graduate programme in Agri-Business management (PGP-ABM). This shortlist also includes students under the reserved categories.

“Our sectional cut-offs are not based on percentiles. They are based on the percent-

age that the student acquires in each section. As we all know the verbal section was tougher, we have reduced our cut-off in that section.

The top 800-700 students, who make it through these cut-offs, will be called for the personal interview and group discussion round in the general section.” said Professor Sukumar Nandi, part of the admission team, IIM Lucknow.

[Excerpts from The Economic Times, Bangalore, January 05, 2007]

- On January 19, business leaders and management students from all over the country and abroad, will converge in Lucknow for Manfest 2007—IIM Lucknow's flagship event. Manfest 2006 was one of the largest B-school events in the country, with a budget of Rs 60 lakh and participation of over 1,000 management students. Manfest 2007, to be held from held during January 19-21, promises to be even bigger, with a budget much beyond before and covering 25 events. Manfest 2007 is being sponsored by firms like Reliance ADAG, Cognizant, Mahindra & Mahindra, Contact Singapore, the Aditya Birla Group, Reliance Industries Limited, SBI, Ernst & Young, PwC, Virtusa,

Baring Private Equity, FINO, Nirma Labs and many more.

Chairman Students Affairs (IIML) Dharmendra Singh Sengar said, "We would like to see Manfest as the biggest B-School event in Asia by 2010."

Nirvaan 2007 one of the events, is being conducted by Abhiyan, IIM Lucknow's entrepreneurship cell. Nirma Labs, a leading incubator for high tech ventures, is providing incubation to the winning team in the form of seed funding up to INR 20 Lakhs.

[Excerpts from Business Standard, New Delhi, January 09, 2007]

- FOR inculcating a sense of corporate responsibility among budding managers, the Indian Institute of Management, Lucknow (IIML) will be holding a one-day workshop on January 12. The workshop, an annual affair, is being jointly organised by IIM-L students and faculty members.

Giving information about the workshop, Dr Ruchir Mehra, a member on the IIM's media team said, "During the programme we would be focussing on enthusing corporate responsibility amongst the upcoming managers. In this regard, several game shows would be organised."

[Excerpts from The Indian Express (Lucknow Newline), Lucknow, January 10, 2007, pg. 01]

- The Tata group is launching a series of programmes aimed at connecting with the nation's youth, the best of whom it eventually hopes to recruit. "It's about empowering the young minds to think through innovation, as at times the senior management can't pursue it," said chairman Ratan Tata, addressing an audience of 200 senior executives of the group at the Tata Busi-

ness Leadership Awards (TBLA) on Wednesday.

...The winning proposal came from IIM-Lucknow, where students Alok Bhagaria, Sidharth Bansal, Pratik Shukla and Rahul Khaparde came up with a business plan that calls on the Tatas to create a new company called Tata Logistics. "We wrote the idea during the exams and worked out something fairly implementable. Given an opportunity, we would love to join the Tatas," said Sidharth.

[Excerpts from The Economic Times, Mumbai, January 11, 2007]

- At IIM Lucknow, it's the year of the wind-fall. With 48 pre-placement offers (PPOs) already in their bag and another 17 pre-placement interviews (PPIs) in the pipeline, every fourth student here is already sitting on a job offer. The class of 2007 has laid the grounds for a splendid placement week, which would be held early March with pre-placement talks currently in the final stages.

Dhaval Ponda, a PGP second year student at IIML who had done his summer internship with Citigroup, had won the 'Hunt for Next Einstein' award for the best project among all summer trainees at Citigroup in 2006. Citigroup has agreed to sponsor the second year of his MBA education. "The performance in summer placements by our students has paved the way for highest number of PPOs and PPIs received at IIM-Lucknow," said Prof Pankaj Koomar, chairman (placements).

The companies which have offered PPO/PPI include Accenture, Tata Administrative Services, HLL, P&G, Goldman Sachs, Cognizant, ITC and SBI Caps among others. P&G has offered the maximum number of

PPOs.

[Excerpts from The Times of India (Lucknow Times), Lucknow, January 11, 2007]

- In today's era where social responsibility is increasingly gaining importance, the students of Indian Institute of Management, Lucknow (IIM-L) have found their own unique way of giving back to the society. They have initiated a concept- Ocumen- that allows bringing together all stakeholders of the education system, namely, school children, B-school students, academia and the corporate world. Their event Ocumen acts as an aegis for building a long lasting and fruitful relationship.

Today celebrating its third chapter, Ocumen was launched by the Oculus committee with support of Student Affairs Office at IIM-Lucknow. It aims at helping young impressionable minds mould their opinion towards the world of management.

According to Dr D.S Senger, chairman, Student's Affairs, IIM-Lucknow, "As an institute our objective is to contribute towards management development and nurture global, socially conscious leaders contributing towards upliftment of society. Ocumen is quintessence of our efforts to improve our environs"

[Excerpts from The Indian Express (Lucknow Newline), Lucknow, January 13, 2007, pg. 01]

- Annual business event of Indian Institute of Management, Lucknow (IIM-L), Manfest is set to take off today. The three-day event will start with inaugural session at the institute's campus at 2 pm. The theme this year is 'Indian Roots-Global Ambitions' and following the tag line the Institute will have

the who's who of the Indian corporate world.

[Excerpts from The Times of India, Lucknow, January 19, 2007, Pg. 03]

- The Indian Institute of Management Lucknow (IIM-L)'s flagship event, Manfest, would start on Friday. Head of Reliance Retail Raghu Pillai, famous ad maker Prahlad Kakkar, former director of IIT-Madras PV Indirisen and one retired IAS officer along with MD of Cognizant Technologies Chandra Sekaran would be present during the inauguration.

Manfest would be inaugurated at 2 pm.

The inaugural day of Manfest would also see two magazines-Gravitas and Mudra being launched. In the evening, IIM students would stage a play, which would be directed by a director from the National School of Drama (NSD).

[Excerpts from The Hindustan Times (HT Lucknow Live), Lucknow, January 19, 2007, Pg. 03]

- Rs 20 lakh to kickstart your dream venture. This was the prize a team of students from VIM, Trichy, won on Saturday after presenting their business plan regarding a viable, revenue-generating BPO firm for blind persons. As the case always is, prizes are bound to be big when you are competing with best of the bests. And that exactly was the scenario at Indian Institute of Management, Lucknow (IIM-L) on the second day of the annual business event of the institute, Manfest.

During the event 'Nirvaan 2007', organised by IIM-L's entrepreneurship cell, teams of students from nine top B-schools presented their workable business plans. A panel of judges, including visiting faculty, Harvard

Business School, Rohit Agarwal; co-founder, Cool Avenues, Shailesh V Singh; vice-president, IndiaCo, Raghu Krishnamurthy; core investment forum, Baring Private Equity, Amit Chander and faculty IIM-L Prof AK Jain, adjudged BPO for blind as the best business plan, while team from Indian Institute of Technology, Kharagpur won the second prize for its business plan 'Biopure'. The team from IIM-L (Noida campus) won third prize for its business plan of launching a full-time healthcare TV channel.

[Excerpts from The Times of India, Lucknow, January 21, 2007, pg.#03]

- DOYEN OF Indian software industry DR. FC Kohli says power plants in India are being run out by engineers but by technicians! Participating in the 'Walk the Talk' organized as part of festival Manifest-2007 at the Indian Institute of Management (IIM) Lucknow on Saturday, he said, "Engineering graduates are not joining State-owned power plants because of poor salary and constricted growth prospects"

Dr. Kohli who's had an illustrious career with the Tata Group as the deputy chairman of the Tata Consultancy Services (TCS), say State-owned power plants are being deprived of modern day technology as knowledge for technological upgradation comes from engineers but graduates are opting for other career avenues in India.

[Excerpts from The Hindustan Times (Lucknow Live), Lucknow, January 21, 2007, pg.#01]

- The Information Technology sector can be used to enhance the quality of life in the country through the spread of education. These views are expressed by the father of Indian IT Industry FC Kohli while talking to

the IIM students at the ongoing Manifest on the IIM campus.

FC Kohli whose name is almost synonymous with the house of the Tata introduced the students in his address to the growth of the Indian IT industry, its struggle and the associated Governmental regulations.

[Excerpts from The Pioneer, Lucknow, January 21, 2007, pg.#03]

- IT was a very special evening at the Indian Institute of Management, Lucknow, (IIM-L) as some of the most successful CEOs of the Lucknow-based companies congregated at the institute. On Sunday evening, which was the last day of Manifest 2007, an annual management fair. These business personnel were from different fields and the theme for the panel discussion was, 'Indian Roots, Global Ambitions', the same as the theme of the fair.

On the issue of Indian giants taking over foreign companies, principal consultant, Tata Consultancy Services, Jayant Krishna said, "The Indian companies are in acquisition mode and it's very much like 'East India Company' in reverse gear."

[Excerpts from The Indian Express, Lucknow, January 22, 2007, pg.#03]

- AS MANIFEST-2007, the annual business conclave of IIM-Lucknow, concluded on Sunday, there were some real-life lessons to be learnt for building managers and even senior corporate executives (including CEOs) on what could never have been taught in any B-school across the country-How to cut through miles of red tape and corruption in government offices!

The CEO Forum of Lucknow Management Association which organized a panel discussion titled 'Development Issues in UP' on

Sunday had the panelists who got straight to the point on sharing their experiences on what makes businesses maintain their core corporate values of integrity and do

what they want- righteously.

[Excerpts from The Hindustan Times (Lucknow Live), Lucknow, January 22, 2007, pg.#01]

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5. Needless, Belverd E. and Powers, Marina. 2005. Electronic Working Papers: To Accompany Principles of Financial Accounting 2005e. Houghten: Mifflin.
6. Pargman, David. 2006. Managing Performance Stress: Models and Methods. New York: Routledge: 256p.
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8. Singh, A.K. 2007. Conversion to Organic Agriculture. Lucknow: IBDC: 412p.
9. Stoll, Peter-Tobias, Schorkopaf, Frank. 2006. WTO: World Economic Order, World Trade Law. Leiden: Martinus Nijhoff: 291p.
10. Targowski, Andrew S. and Tarn, J. Michael. 2007. Enterprise Systems Education in the 21st Century. Hershey: Information Science Pub.: 369p.

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