

NEWSLETTER

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Indian Institute of Management,

RESEARCH PUBLICATIONS

INTERNATIONAL COLUMN



Reo, D. Tripati. 2007. India: Political Inclusiveness and Electoral Dividends in the State of Uttar Pradesh, *Asian Analysis*, Australian National University, forthcoming June 2007.

Symbolism apart, BSP's thumping win vis-a-vis the bizarre decimation of the two mainstream political parties, the Congress and the BJP, notwithstanding the play of identity politics, has radical implications for the future political discourse of India. By broadening the scope of political 'inclusiveness' through the 'bottom up' of political process, the BSP strategically maneuvered pre-poll embracement of *Brahmins* (Upper Caste), quite contrary to its earlier hatredness, which ultimately paid rich dividends. Therefore, BSP's win is much more and far beyond 'sweeping wave', 'emotive appeals' and anti-incumbency. Though UP still exhibits a degree of caste-based loyalty, political parties can not afford to milk purely on the basis of traditional

'loyalty' vote basin. The message is very clear – political parties cannot *dilly-dally* with electoral promises rather must put the 'development' agenda at the centre stage. Indeed, the challenge in the days ahead is to design and implement a comprehensive 'development' package addressing agriculture and industrial sector for refurbishing the economically ailing state with abysmal three per cent growth against more than six per cent all-India growth. The longevity of BSP government will *willy-nilly* depend on not merely addressing the upliftment of larger *Dalits* to which it represents but in satisfying the diverse interest groups under the umbrella of 'comprehensive' development agenda.



Ali, Jabir, Singh, Surendra and Safdar, Muhammad. 2007. High-Value Agriculture and Structural Changes in Indian Meat Industry: Implications for Agribusiness and Small Farmers. *Journal of Food Distribution Research*, 38(1) : 1-9.

This paper analyses temporal growth in high value agriculture in India with special focus to emerging meat industry and assesses the factors affecting the same. Sustained economic growth, increase in per capita income, increasing urbanization and increased awareness on health & nutrition are fuelling rapid growth in the demand for high value food commodities like fruits, vegetables, milk, meat, eggs and fish. The share of high value commodities in total agricultural output has significantly increased

during 1980-81 to 2003-04 and meat & meat products and eggs are becoming one of the important segments in high value agriculture with comparatively high growth potential. As majority of livestock for meat production are reared by landless, marginal and small households in rural India, the growth in meat industry gives an opportunity to enhance socio-economic conditions of these resource poor households.

RESEARCH PAPERS



Rao, D. Tripati. 2006. Saving, Investment and Interest Rates: Exploring The Long-Term Relation Under Financial Repression and Financial Liberalisation in India. *Journal of Indian School of Political Economy*, January-June 2006, Volume No XVIII (1&2) : 93-117.

The examination of long-term relations among saving, investment and interest rates during the periods of financial repression and financial liberalisation in India, shows that interest rate movements are non-responsive to the deviations of lending flows from savings flows. In contrast to the mainstream proposition, in the financially deregulated post-reform India, the causality runs from lending to saving flows. The existence of interest rate rigidity or financial inefficiency even

in a deregulated regime suggests that the ability of higher interest rates to raise the rate of savings is rather limited. In the light of an alternative theoretical framework - the post-Keynesian approach that embeds liquidity preference of intermediaries as well as non-financial firms' behaviour and their interrelationship, financial institutional structure and central bank policy as important determinants of the provision of credit and hence investment.

CONFERENCE PAPERS



Saji, K.B. and Mukundadas, V. 2007. Corporate Social Marketing and the Process of Building Corporate Brand Equity: The Case of Malayala Manorama. Paper presented and (published in the refereed proceedings of) the *Annual IIMK International Conference on 'Marketing and the Society'* held at IIM Kozhikode during April 8-10, 2007.

Building corporate brand equity for one's own is considered as one of the most important governance responsibilities by most of the Indian companies today. This paper is an attempt by the authors to identify the factors that drive the process of corporate brand equity building up via the societal marketing route. For the exploration purpose, it has been decided to use

the case study method. To start with, the authors attempted to capture and document an interesting initiative by the Malayala Manorama group of publications, the largest newspaper network (in terms of reach and readership) operating from the South Indian state of Kerala. The paper reported the preliminary outcomes of this study.



Singh, Prakash. 2007. Global Competitiveness of Indian Banks: A study of select banking indicators, issues of concern and opportunities. Paper presented at the Conference on 'Global Competition and Competitiveness of Indian Corporates' , held at IIM Kozhikode during May 18-19, 2007.

Few years after the independence, the old Imperial Bank of India was ten times bigger than

the Hong Kong & Shanghai Bank (HSBC). Since then, the Imperial Bank has morphed into the

State Bank of India (SBI), our domestic banking behemoth which towers over its competitors here. Yet, SBI is today a mere tenth of the modern HSBC's size. This paper tries to give an insight about how Indian banks - just like their peers in manufacturing - have lost out in the quest for global scale. Despite having achieved a lot over the past few decades, from expanding their rural reach to cleaning their balance sheets, Indian banks continue to be pygmies in the land of giants. With the increasing levels of globalization of the Indian banking industry, evolution of universal banks and bundling of financial services, competition in the industry is set to intensify further. The industry has the potential and the ability to rise to the occasion as demonstrated by the rapid pace of automation, which has already had a profound impact on raising the standard of banking services. Moreover, the author also observe through this

paper that on the positive side, the policy developments during the last few years indicated willingness, both on the part of the government and the banking entities, to meet the challenges of global competition and at the same time capitalize on the business opportunities and technological support. At the same time, however, competitive pressures and loss of market share led to banks compromising on their margins. Nevertheless, their keenness to compete with their global peers by acquiring size and scale, setting up franchises overseas and getting overseas listing, accentuated the desire to benchmark themselves to global standards. The paper also clearly indicates that the Indian banking sector compares well with the global benchmarks, thanks to prudential supervision and the measures undertaken by the Reserve Bank of India and the Government.



Singh, Shailendra and Kumar, Sushil. 2007. Readiness to Compete Globally: A Case Study of NTPC. Paper presented at the Conference on 'Global Competition and Competitiveness of Indian Corporates', held at IIM Kozhikode during May 18-19, 2007.



Literature on competitiveness indicates that competitiveness comprises three aspects of a firm: performance, potential, and process. Further, competitiveness can be conceptualized at the international, national, regional, firm, or individual level. Present study views competitiveness at the firm level as perceived by the managers working in it and argues that a firm's competitiveness at all other levels will get determined by these perception or what we refer to as Readiness to Compete. Readiness to compete is measured using a 15 items scale in a large public sector undertaking, National Thermal Power Corporation (NTPC). This corporation has a proven track record of consistent high performance in terms of financial and other parameters, as reported in various publications. The study tries to profile this highly competitive organization on readiness to

compete and the factors perceived critical for the readiness, through a questionnaire survey. The data were subject descriptive as well as explanatory analysis. On a scale of 1-5, the organization's score on readiness to compete is 3.96 indicating that the respondents perceive their organization in stage ready to compete at the global level. The explanatory variables in the design, and competitive strategies. Descriptive analysis of these parameters shows that organization has high score on clarity of goals and objectives, strategic direction, and team orientation. Respondents feel that the organization follows rigorous and highly selective policy for recruitment and subsequently also provides facilities for training and skill development. In explanatory analysis, culture is treated as one single construct as all its twelve dimensions have significantly high

inter-correlations. In the explanatory model, we tested the hypothesis that the influence of HR policies on readiness to compete is mediated through culture. Structural Equation Modeling (SEM) through LISREL software was used to examine direct and mediating relationship between Readiness to compete and HR policy and practices, Organizational culture and Organizational strategy. Results indicate full

mediated influence of HR policies on Readiness to compete which suggests that HR policy lead to better culture formation which in turn results in high readiness to compete. The results of this study will help organizations to understand readiness to compete from a behavioral perspective and facilitate in introducing appropriate interventions.



Kumar, Sushil and Singh, Shailendra. 2007. Readiness to Compete Globally: A Case Study of DMRC. Paper presented at the Conference on 'Global Competition and Competitiveness of Indian Corporates', held at IIM Kozhikode during May 18-19, 2007.



Delhi Metro Rail Corporation (NCR) is a joint venture company between Govt. of India and Govt. of Delhi. Established in the year 1995, the company is entrusted to cover the capital city of Delhi as well National Capital Region (NCR) with rail network. Press reports and company's publications indicate that DMRC has a track record of excellent performance since its inception. The company is profiled on its readiness to compete at global level and the factors perceived critical for the readiness through a questionnaire survey among middle and top managers, later corroborated through personal interviews. Readiness to compete is measured using a 15 items scale. On a scale of 1-5, the organization's score on readiness to compete is 3.94 indicating that the respondents on an average perceive DMRC in stage ready to compete at the global level. The explanatory variables in the study include organizational culture measured using 12 dimensions, HR policies, organizational design, and competitive

strategies. Descriptive analysis of these parameters shows that organization has high score on clarity of goals and objectives, customer focus, organizational learning and core values. On HR policies, the organization is scored moderately indicating that HR systems need improvements. Respondents feel that the organization follows rigorous and highly selective policy for recruitment. Results of structural equation modeling analysis indicate that HR policy and strategy lead to better culture formation which in turn results in high readiness to compete. Most results of the questionnaire survey get supported through personal interviews. In the interviews, leadership at the top level emerged as a prominent factor for high readiness to compete. The results of this study will help public organizations to understand readiness to compete from a behavioral perspective and will facilitate introduction of appropriate interventions.



Gupta, Vivek and Kumar, Sushil. 2007. Influence of Relationship Quality on IS/IT Outsourcing: Indian Vendors' Perspective. Paper presented at the Conference on 'Global Competition and Competitiveness of Indian Corporates', held at IIM Kozhikode during May 18-19, 2007.



Client-vendor relationship in information systems/ information technology (IS/IT) outsourcing is an emerging stream of research.

We explore from the vendors' perspective the nature, role and influence of relationship quality on outsourcing success. We adapt the theoretical

framework of outsourcing success used by Lee and Kim (1999) to accommodate the vendors' perspective. Results from the response of 27 Indian vendors indicate that relationship quality influences outsourcing success. Trust and commitment between the vendor and client

significantly explain the outsourcing success. The relationship quality, in turn, appears to be mostly determined by the level of coordination, consensus, mutual dependency, and cultural compatibility between the client and vendor, and the reputation of the vendor.



Antony, Suresh Paul and Purwar, Prem. 2007. Do We Know Enough About The Vulnerabilities Of Older Consumer? The Case of Marketing Correctness. Paper presented (and published in the proceedings of) the Annual IIMK International Conference on 'Marketing and Society', held at IIM, Kozhikode during April 8-10, 2007.

The world is undergoing a demographic transition. The 60+ age group would constitute 16% of the world population by the year 2050 as against 5% in 1970. This transition has far-reaching implications, for public policy, marketing and health care and for India as well. It is doubtful whether most marketers have adopted the concept of the older consumer. Plausibly, the number of older consumers and their composition in the total population has not been substantial enough to merit their attention. It follows that marketers lack the experience of targeting the older consumer. The knowledge

essential to craft such a focused strategy is also sketchy. The evidence on the differential sensitivity of older consumers to marketing stimuli is rather conflicting. However, literature documents their several limitations, the most prominent of them being cognitive limitation. We argue therefore, that given the limitations of the older consumers to qualify as a normal market-client, marketers have a special responsibility to consider their vulnerabilities. Marketers need to ensure marketing correctness while formulating strategy for older consumers

CASES



Mital, Amita. 2007. ONGC Towards a Brighter Tomorrow. . IIML Case Series 2007-08/3.

The case traces the development of the Indian upstream petroleum industry over a period of 5 decades. Prior to 1955, the industry had modest growth in exploration, development and production of petroleum. ONGC was set up by the Government of India to plan, promote, organize and implement programmes for development of Petroleum Resources and the production and sale of petroleum and petroleum products. ONGC was instrumental in transforming the country's limited upstream sector into a large viable playing field. Beginning in the early 1990s, as India's reliance on oil

imports increased, the Government embarked on a series of reforms aimed at partially deregulating the oil and gas sector. By 2001, ONGC had reached stage where it could not afford to stagnate; it either had to grow or fall by the wayside. From a slow-moving, rule-bound organization, ONGC had to become more goal oriented, accountable and responsive. Mr. Subir Raha, Chairman cum Managing Director, identified three core objectives that could put the company in the same league as giants like Exxon and British Petroleum. Proactively responding to the policy changes,

ONGC also launched Corporate Rejuvenation Campaign in August 2001 for restructuring the organization and reorientation of the mindset. This case is designed for use in the "Strategy Implementation" module. The case delves upon various challenges faced by the organization in

implementing these far reaching changes. The case is intended to facilitate a discussion of strategy implementation through capability building, instituting best practices and support systems; and developing a strategy supportive corporate culture.

Mital, Amita. 2007. United Breweries- The spirited journey of inorganic growth. IIML Case Series 2007-08/4 .

This case is designed for the sessions on Mergers and Acquisitions and Strategic Alliance. The case traces the growth of United Breweries since its inception in 1915. United Breweries became the leader in the brewing industry in India with a turnover of Rs.673 crores, by entered strategic alliances with several brewers including Scottish & Newcastle, one of Europe's leading brewers

and in the top 10 by sales volume in the world; and horizontally acquiring India's second largest player Shaw Wallace.

The case illustrates concepts such as merger motives and role of alliances in firm growth, particularly cross border growth in the course module on Corporate Strategy for MBA students.

Mital, Amita. 2007. Suzlon Energy Limited- Riding on the Wind. IIML Case Series 2007-08/5 .

This case is designed for use vertical integration aspect of the "Corporate Strategy" module. The manufacturer of Wind Turbine Generators, with accumulated sale of 1126 MW and 42.8% of the total capacity installed in India, mainly in the states of Tamil Nadu, Karnataka, Maharashtra, Rajasthan and Gujarat. Besides manufacturing WIGs they were also involved in wind resource mapping, identification of suitable sites and technical planning of wind power projects and provided after sale O&M services for WIGs, thereby establishing itself among the top 10 players globally. It also had the credit of making

the world's largest wind park at Dhule in Maharashtra. From the design to the manufacturing and the actual operation of the sites, everything was done in-house through wholly owned subsidiaries. The case enables the students to articulate the economic and strategic rationales for vertical integration; discuss the notion of asset specificity as explanations for and against vertical integration; examine how broad scope can be a competitive advantage/ disadvantage depending on the industry; and analyze the industry value chain to determine sources of competitive advantage at each stage.

Mital, Amita. 2007. Gitanjali- A Gem in India's Crown? IIML Case Series 2007-08/6 .

This case is designed for the sessions on industry structure analysis, Business Level strategy and Strategy of Cooperation and to understand

partnering advantage. The case outlines 1986. The firm was part of the Gitanjali Group, which was one of the earliest diamond houses in India

1986. The firm was part of the Gitanjali Group, which was one of the earliest diamond houses in India that started in 1966 and was accorded DTC sightholder status in 1967. Gitanjali's travail to this position was based on its internal competence as well as partnering advantage. It brings out how single or dominant business firms compete for a leadership position in the industry. It also brings the reason for creating strategic alliances. It illustrates the use of vertical and horizontal complementary strategic alliances at

the business level and diversifying and synergistic alliances at the corporate level, while highlighting the role of cross border alliances. Using another perspective, the case could be used for discussing competitive advantage of India in diamond processing using Michael Porter's Diamond Framework. If the case is being used as comprehensive case towards the end of the course, questions relating to external analysis, internal analysis and resource based view may also be taken into consideration.

NEWSPAPER ARTICLE

Venkat, Vani wrote an article titled 'Towards a Metro, but are we ready?' The Real Page 3. The

Indian Express - NewsLine. May 27, 2007.

MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Risk Management for Banks and Financial Institutions	Prof. M.Jayadev	Lucknow May 2-4, 2007
2.	Becoming World Class Organization: New Agenda for Business Leader of SBI	Prof. Archana Shukla	Lucknow May 14-17, 2007
3.	Agriculture Management Project	Prof. Kriti Bardhan Gupta & Prof. Sanjeev Kapoor	Lucknow May 14-16, 2007
4.	Public-Private Partnership in Forestry for IFS officers	Prof. Sushil Kumar(AMC) & Prof. Sangeeta D Misra	Lucknow May 15-19, 2007
5.	National Seminar on Managing Land Resources for Agricultural Growth and Diversification with special reference to Uttar Pradesh	Prof. Jabir Ali	Lucknow May 25-26, 2007
6.	Effective Communication for Managerial Success	Prof. Neerja Pande	Mumbai June 6-8, 2007
7.	Capacity Building and Leadership Skills for SCERT, Lucknow	Prof. Sushil Kumar (AMC)	Lucknow June 11-15, 2007
8.	Managing Intellectual Property for Competitive Advantage: Legal Strategies in the Knowledge Economy	Prof. D.S. Sengar	Nanital June 13-15, 2007
9.	Strategic Consumer Products Marketing to Rural India	Prof. Saji K B Nair	New Delhi
10.	Managerial Success: A Competency Based Approach	Prof. Anjani Koomar	Lucknow June 25-29, 2007

FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES



Sl. No.	Name of the Programme	Programme Director/s	Venue & Duration
1.	Managing People at Work: Strategies for Tomorrow	Prof. Pankaj Kumar & Prof. Ajay Singh	Lucknow July 9-11, 2007
2.	Corporate Environmental Management and Carbon Markets	Prof. Sushil Kumar (AMC)	Lucknow July 9-11, 2007
3.	Finance for Non-Finance Executives	Prof. A Vinay Kumar	Lucknow July 9-13, 2007
4.	Strategic Business Negotiations	Prof. Anjani Koomar	Lucknow July 17-21, 2007
5.	Leveraging Customer Information to Strengthen Loyalty Programmes	Prof. Jitendra K Das	Lucknow July 18-20, 2007
6.	Developing Performance Management & Counselling Skills for Corporate Excellence	Prof. Pankaj Kumar & Prof. Ajay Singh	Lucknow July 23-25, 2007
7.	Decision Making Techniques for Managers	Prof. Sushil Kumar (OP)	Lucknow July 5-9, 2007
8.	Managing Intellectual Property for Competitive Advantage: Legal Strategies in the Knowledge Economy	Prof. D.S. Sengar	Nanital June 25-27, 2007

EVENTS



IIM Lucknow and IIM Kozhikode jointly organized a Conference on 'Global Competition and Competitiveness in Indian Corporates' held at IIM Kozhikode during May, 18-19, 2007. The conference focussed primarily on issues related to defining, measuring and enhancing competitive-



ness of Indian firms for meeting the competition in the domestic and international markets . Sixty papers based on theoretical work, original empirical research related to conference theme were presented in the conference .



2. Indian Institute of Management Lucknow organized a National Seminar on 'Managing Land Resources for Sustainable Agricultural Growth and Diversification in India with Special Reference to Uttar Pradesh' on May 25-26, 2007. The event was sponsored by State Land Use Board, Department of Planning, Government of Uttar Pradesh. Some of the prominent participants included Dr. T. Haque, Chairman, Agriculture



Price and Cost Commission, GOI; Prof. R.B. Singh, Member, National Commission on Farmers; Dr. Daniel Gustafson, FAO Representative for India & Bhutan; Mr. Anis Ansari IAS, Agricultural Production Commissioner; Dr. Tim Hanstad, President, Rural Development Institute, USA; Dr. B.K. Suri, VC, CSAUAT, Kanpur among many others. The seminar was coordinated by Prof. Jabir Ali and Prof. M K Awasthi

APPOINTMENT

Dr. Samir Srivastava has joined the Institute as Associate Professor w.e.f. May 15, 2007 (forenoon) in the Operations Management Area.

Dr. Samir Srivastava has obtained his Doctoral degree from IIM Lucknow, MBA from IGNOU, New Delhi and B.Tech (Electrical) from BHU, Varanasi. He has professional experience of almost 17 years. Before joining the Institute, he had been working as Associate Professor at MDI, Gurgaon. Prior to

that he worked with IMT, Ghaziabad and Indo Gulf Corporation Ltd.

He has published several articles in referred journals and has 19 conference presentations to his credit.

His area of interest in teaching and research include Supply Chain Management, Production and Operations Management, Reverse Logistics, Green Supply Chain Management, Retail Operations, Mathematical modeling etc.

FROM THE PRESS

- The SME sector, which has witnessed rapid growth in recent years, has been drawing attention from every possible quarter. Global businesses eyeing India and private equity firms et al. is now at the centre of focus for business in situations who see an opportunity to hawk short term courses to this segment.

Institutes such as IIMs, ISB and IIFT have all rolled out courses and modules aimed at small and medium businesses. IIM Lucknow Noida campus has similar plans to target SMEs beginning later this year. The Institute says it has received a lot of requests from the Industry for short-term courses for skill enhancement. Jitendra K Das, Dean, Noida campus, IIM Lucknow explains the need for quality training. The Institute expects to garner almost 50% of its revenue from the short duration courses of one to six months devoted to SME sector in future.

Much of this can be attributed to the fact that as SME sector grows bigger, managing people becomes a huge area of concern. As the firms scale up and move up the value chain they increasingly need trained people to manage growth and chart out marketing strategies for them.

[Excerpts from The Economic Times, Kolkata, May 7, 2007, Pg # 08]

- The success of the management techniques of the Delhi Metro Rail Corporation (DMRC) will soon form a part of case study to be incorporated into the syllabus of the various Indian institutes of Management in the country.

According to sources, two Faculty members of the Indian Institute of Management,

Lucknow, Professor Sushil Kumar and Professor Shailendra Singh, who undertook a detailed study of the operational and other aspects of DMRC, are preparing a research study which will be presented at a meeting of the Lucknow IIM Board's global competitiveness meeting on May 18 and 19. And it is envisaged that in the academic year 2007-08, DMRC will form a part of the syllabus of the IIM's in the country.

Although several aspects of management techniques and administration are taught to IIM students, most of the case studies are related to success stories abroad and a small fraction relate to the success graphs of Indian companies and that too and make proper use of it at the same time.

The research study has also pinpointed facts like what are the tools for successful growth of companies as has been seen in the case of DMRC and also the need to make a thorough study of them. Studies about the successful operations of various public and private sector companies will be carried out in the future. Among the companies on the list of research studies are NTPC and ONGC, in public sector & Tata Iron and Steel Company (TISCO), in private sector apart from Apollo hospital group.

[Excerpts from The Political And Business Daily, New Delhi, May 4, 2007, Pg#01]

- As IIM students slug it out at their firms during their internships this summer more and more companies are using this platform as testing ground. The bottom line: Companies are increasingly

taking the pre-placement offer (PPO) route to pick the best candidate from the premier institutes.

Our PPO policy encourages selection of 'Best Fit' candidates based on assessment sure of their success during the summers. "We put theory to practice and understand the practical side better during our projects we handle in summers. Getting a PPO definitely adds to our CV" said Saurabh Gupta a student of IIM, Lucknow currently interning with KPMG.

[Excerpts from *The Economic Times*, New Delhi, May 21, 2007, Pg #11]

- Even as their counterparts across the IIMs spend their summers interning at sundry investment banks marketing majors and the like, two students from IIM Lucknow (IIML) have chosen to a different line. We are talking about Vivek Bhogal and Akash Singla, who COPS (Out of Placement Season) -ed out of the summer process at IIML earlier. They are now pursuing their summer internship at no less organisation than the Planning Commission.

Take Vivek. The 24 Year -old first year student is presently working with the committee on infrastructure, headed by Gajendra Haldia (advisor to Montek Singh Ahuwalia, Deputy Chairman, Planning Commission).

Its mandate to initiate policies that ensure time bound creation of world-class infrastructure and delivering services that match international standards. Vivek is involved in the process on model concession agreements.

Akash on his part is working with the communication and IT division of the Plan-

ning Commission where he's put in time at sub-divisions 16B (Information and broadcasting), telecom, IT and ITeS. He is working on the 11th five year plan. "My project is confidential but it confirms policy initiatives", he says.

According to Akash, the best part about his summer has been setting to work on really large projects, anywhere between Rs. 5,000-10,000 crore, which was unlikely to get a shot at in the corporate sector.

[Excerpts from *The Economic Times*, New Delhi, May 21, 2007, Pg #11]

- There is an undeniable nexus between landlessness and poverty and frequent studies have shown that provision of land to the poor puts them on the path of growth. This view was expressed by Tim Hanstad of the Rural Development Institute of Bangalore, while delivering the Keynote address at a seminar organised at the Indian Institute of Management, Lucknow (IIM-L). The seminar on 'Managing land resources for sustainable agricultural growth and diversification in India with special reference to Uttar Pradesh' was sponsored by the state Land Use Board under the Planning department.

Additional Director of State Land Use Board, Mridula Singh raised the issue of poor agricultural growth rate and the use of surface and ground water for irrigation of agricultural lands. The agricultural growth rate in UP is affected by the fact that 60 per cent of the degradable land falls in the low productivity level", Singh said.

[Excerpts from *The Pioneer*, May 26, 2007, Pg #15]

GYANODAYA – RECENT ARRIVALS

- 1 Fisher, Colin. 2006. *Business ethics and values: individual, corporate and international perspectives*. 2nd ed. Harlow: Prentice Hall: 580p.
- 2 Devito, Joseph A. 2006. *Human Communication: the basic course*. Boston: Pearson: 425p.
- 3 Schneider, Gary. 2006. *Electronic Commerce*. 6th ed. Australia: Thomson: 596p.
- 4 Yee, George. 2006. *Privacy protection for e-services*. Hershey: Idea Group: 300p.
- 5 Bhatia, A.K. 2006. *The Business of tourism: concepts and strategies*. New Delhi: Sterling: 435p.
- 6 Humphrey, David. 2006. *Logjam: deforestation and the crisis of global governance*. London: Earthscan: 292p.
- 7 Tonei, Lauren. 2007. *Integrating information and communications technologies into the classroom*. Hershey: Information Science Pub: 360p.
- 8 Aran, Hemendra. 2006. *Global financial markets revolution: the future of exchanges and global capital markets*. New York: Palgrave: 197p.
- 9 Young, Jeffrey 2005. *I-can steve jobs: the greatest second act in the history of business*. New Jersey: J Wiley: 359p.
10. Blanchard, Ken. 2006. *Leading at a higher level*. New Jersey: Pearson: 353p.

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