

# *NEWSLETTER*

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**Indian Institute of Management,  
Lucknow**

# RESEARCH PUBLICATIONS

## BOOK CHAPTER

Srivastava, Samir K. and **Srivastava, Rajiv K.** 2005. A Hierarchical Model for Profit-driven Reverse Logistics Network Design. *In Reverse Logistics: Concepts and Cases*. Parimi, Sashikala and Devi, Mita (Eds.) Hyderabad: ICFAI Press: 91-116.

This paper examines the feasibility and desirability of reverse logistics in profit-motivated contexts. It attempts to determine implications for various stakeholders in India for selected categories of products from “low volumes and growing markets” to “high volumes and declining markets”.

We develop a hierarchical model that captures real life scenarios and provides near optimal solutions related to various aspects of Reverse Logistics Network Design. These include disposition decisions; opening and locations/capacities of facilities at various points of time; and flows across them dur-

ing a given time horizon under various strategic, operational and customer service related constraints.

The research methodology consists of review of literature and practices; informal interviews with various stakeholders; an integrated model development that combines both descriptive modelling and optimization; and strategic and operational insights. Our findings indicate that reverse logistics activities are profitable for all categories of products considered beyond a certain minimum quantity of returns.

## PAPERS

Garg, R.K., **Das, J.K.** and Gera, M. 2006. Developing and Testing Criteria and Indicators for an Effective Information System in the Forest sector. *International Forestry Review* 8(3): 307-328.

Unprecedented increase in demand for a wider range of forest goods and services has made the management of forests more challenging. The role of information, on almost all aspects of forestry, is of utmost concern. Millions of dollars are being spent for developing and implementing information systems (IS) in forest sector. Mechanism for the evaluation of IS in business organizations itself has not been standardized and when it comes to evaluating IS in forest sector, the task becomes further

complex due to the presence of a variety of stakeholders and conflicting interests. This paper<sup>1</sup>, based on field research, attempts to establish criteria and indicators for assessing the effectiveness of an IS in forest sector. Concept of Effectiveness Index of an IS in forest sector has been elaborated upon. The evaluation technique is flexible enough and as the forest organization and stakeholders gain experience with IS, criteria and indicators can be further fine tuned for meeting the objectives.

**Gupta, Kriti Bardhan.** 2006. Creating Sustainable Infrastructure: Case of Iron Ore Mining in Goa. *Conventional Journal on “Public Private Partnership – Issues and Strategies”*, Lucknow: Lucknow Management Association 2(1): 151-159.

An in-depth study of two iron ore mining sites in Goa was undertaken to find out the role of mining

sector in creating sustainable infrastructure. These mining firms were found to have greatly contrib-

uted to preserve and improve the environment and local fauna and flora during and after the mining processes are over through several proactive steps. The presence of such mining firms has directly (or indirectly through Mineral Foundation of Goa) resulted in improvement in the quality of life of the local people in terms of better road network, school,

colleges, sports facility, irrigation facility from pit water, bio-diversity etc. The findings have been in sync with NCAER study, which estimated the social cost of mining (in form of pollution etc.) as only one-fifth of the value of externalities it generates.

**Singh , Prakash.** 2006. Indian Banks Against Global Banks: An Empirical Study on Some Key Indicators and the Road Ahead. *I- manager's Journal on Management* 1(1): 80-87.

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. The author also observe through this paper that on the positive side, the

policy developments during 2005 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. However, in parallel terms, 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.

**Singh, Prakash.** 2006. Financial Performance of Banking Sector and its Relation with Their Stock Prices in India: An Empirical Study. *ABHIGYAAN, The Quarterly Journal of FORE* XXIV(3): 40-49.

Stock price movements are used extensively by investors and researchers as a general indicator of the macroeconomic condition of the economy. Several techniques /instruments are used by academicians, policy makers, practitioners and investors to test the extent of efficiency of the market. In the present study, we try to study the correlation between actual financial performance and the stock market performance by focusing on Indian banking sector as a case study. We try to look at how has the continuous robust banking sector performance in the last few years has reflected itself in the stock markets in terms of prices, ROE etc. We have selected few general financial indicators like

Profit After Tax, PAT/Total Assets, PAT/Operating Income, Return on Net Worth and some indicators specific to banking industry like Profit/Employee, Non – Interest Income/Total Funds, NPA/Total Advances and try to study their correlation with stock prices for selected banks. The study clearly indicates that the overall banking sector performance is fundamental in nature. Most of the chosen indicators show positive correlation results as expected. NPA/Net Advances also demonstrate a negative coefficient as expected. The only deviation from the expected is the correlation of NII/Total Funds.

## CONFERENCE/ SEMINAR PAPER

**Ali, Jabir, Singh, Surendra P. and Muhammad, Safdar.** 2006. High-Value Agriculture and Structural Changes in Indian Meat Industry: Implications for Agribusiness and Small Farmers. Paper presented (by Dr. Safdar Muhammad) at the 2006 Annual Conference of the Food Distribution Research Society on 'Learning to Lead: Knowledge, A Strategic Input in Food Distribution', held in Quebec City, Quebec, Canada, during October 14-18, 2006.

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 percapita income, increasing urbanization and increased awareness on health & nutrition are fueling 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.

## WORKING PAPER

**Saji, K.B. and Dash, S.B.** 2006. Website-design As An Antecedent to Consumer Trust: An Empirical Study in B2C Online Shopping, *IIML WPS 2006/24*.

Lack of consumer trust is a critical hurdle to the success of online business. The future growth of online shopping thereby necessitates a better understanding of how to reduce perceived risk and enhance purchase intention towards the online store. It has been observed that the role of effective website-design that leads to the intention to transact online has not yet been explored in the Indian context. This has led to a large scale empirical study

by the researchers in order to explore the role of effective website-design. The exploratory phase of the study has been successful in identifying the elements that overall symbolize the effective website-design; and the empirical phase of the study has resulted in the identification of the positive role of effective website-design as an antecedent to consumer trust that results in intention to transact online.

## KEYNOTE ADDRESSES DELIVERED

**Jain, Arun Kumar.** 2006. Emerging Corporate Landscapes - Indian perspectives. Delivered the keynote address at the 10th International Conference of National HRD Network, held at New Delhi, during November 1-3, 2006.

**Jain, Arun Kumar.** 2006. Strategic Thoughts for New Age Management. Delivered the inaugural keynote address at the International Conference on the theme, organized by School of Business, Jammu

University (J&K), held at Jammu, during November 4-5, 2006.

**Srivastava, Rajiv K.** 2006. Standards: Big Benefits for Small Business. Delivered the inaugural keynote address at the Seminar on the theme on the occasion of World Standards Day, organized by the Bureau of Indian Standards, Lucknow, on October 16, 2006.

## EDITORIAL ASSIGNMENT

**Prof. Saji K.B.** served in the programme committee and on the editorial review board of the conference proceedings of the 2006 Annual Conference of Society for Marketing Advances (SMA) held at Tennessee, USA, during November 1-4, 2006. **Prof. Saji** worked (with Profs. Mike Wittmann & Concha

Neeley of the University of North Texas) for the Marketing Strategy track; and (with Prof. Judith A.G. Folse of the Louisiana State University) for the Advertising and Integrated Marketing Communications track.

## PANEL MEMBER

**Prof. Manoj Anand** participated as a Panel Member in the Session on “Banking & Financial Services Investing in Human Capital” in a conference on “Strategic HR - Building Skill Gap - Enhancing

Competitive Advantage”, organized by Confederation of Indian Industry (CII), Northern Region, Chandigarh, during November 24-25, 2006.

## MANAGEMENT DEVELOPMENT PROGRAMMES



| Sl. No. | Name of the Programme   | Programme Director/s                          | Venue & Duration                |
|---------|---|---|---------------------------------|
| 1.      | Strategic Market Planning in Dynamic Services-Market Environment                        | Prof. Saji K.B. Nair & Prof. Satyabhusan Dash | Kolkata<br>Aug. 7-9, 2006       |
| 2.      | GMP for Probationary Officers of SBI  | Prof. B K Mohanty & Prof. M Karmakar          | Lucknow<br>Nov. 6-Dec. 2, 2006  |
| 3.      | Business Planning and Growth Strategies for World Class Performance for GAIL Executives | Prof. M Akbar & Prof. Saji K B Nair           | Lucknow<br>Nov. 8-10, 2006      |
| 4.      | General Management Programme  | Prof. Archana Shukla                          | Lucknow<br>Nov. 13-24, 2006     |
| 5.      | Managerial Effectiveness  | Prof. Archana Shukla                          | Lucknow<br>Nov. 20-24, 2006     |
| 6.      | Enhancing Managerial Capability through Stress Management                               | Prof. Shailendra Singh                        | Lucknow<br>Nov. 27-29, 2006     |
| 7.      | MDP for DANICS Officers   | Prof. Anjani Koomar & Prof. D S Sengar        | Lucknow<br>Nov. 27-Dec. 2, 2006 |

# FORTHCOMING MANAGEMENT DEVELOPMENT PROGRAMMES



| Sl. No. | Name of the Programme   | Programme Director/s                    | Venue & Duration                                   |
|---------|---|---|--|
| 1.      | Managerial Decision Making Under Uncertain Environment                            | Prof. B.K. Mohanty                      | Lucknow<br>Dec. 04-06, 2006                        |
| 2.      | Analytical Tools for Marketing DEcisions for Food and FMCG Products               | Prof. Kriti Bardhan Gupta               | Lucknow<br>Dec. 05-07, 2006                        |
| 3.      | Programs & Process: Creating and Maintaining Customer Loyalty                     | Prof. Amit Mookerjee                    | New Delhi<br>(Non-residential)<br>Dec. 06-08, 2006 |
| 4.      | Developing Performance Management and Counselling Skills for Corporate Excellence | Prof. Ajay Singh & Prof. Pankaj Kumar   | Lucknow<br>Dec. 07-09, 2006                        |
| 5.      | Understanding Self for Managerial Excellence                                      | Prof. Pankaj Kumar                      | Mumbai<br>(Non-residential)<br>Dec. 14-16, 2006    |
| 6.      | Effective Communication for Managerial Success                                    | Prof. Neerja Pande                      | Bangalore<br>(Non-residential)<br>Dec. 17-19, 2006 |
| 7.      | Foreign Exchange Risk Management  | Prof. Sukumar Nandi                     | Lucknow<br>Dec. 18-20, 2006                        |
| 8.      | Corporate Social Responsibility & Sustainable Business                            | Prof. Sushil Kumar                      | Lucknow<br>Dec. 18-20, 2006                        |
| 9.      | Project Management  | Prof. K.N. Singh & Prof. Sushil Kumar   | Lucknow<br>Jan. 22-24, 2007                        |
| 10.     | Training Methods and Skills   | Prof. Punam Sahgal                      | Lucknow<br>Jan. 29-31, 2007                        |
| 11.     | Human Resources: An Investment Perspective  | Prof. Anjani Koomar & Prof. S.C. Bansal | Lucknow<br>Jan. 29-Feb. 2, 2007                    |

## APPOINTMENTS



**Dr. Amita Mital** joined the Institute as Associate Professor in the Strategic Management Area, w.e.f. November 10, 2006 (forenoon).

**Dr. Amita Mital** has obtained her Doctoral degree from IIM Lucknow and MBA from Lucknow University. She has professional experience of almost 20 years. Before joining the Institute, she had been working as Associate Professor

at XLRI, Jamshedpur. Prior to that she worked with Indian Oil Corporation Ltd. for more than 18 years.

She has written several Indian case studies and has an international and two national conference presentations to her credit.

Her area of interest in teaching and research include all aspects relating to Strategic Management.



**Shri Arunabha Mukhopadhyay** joined the Institute as Visiting Assistant Professor in the IT & Systems Area, w.e.f. November 15, 2006 (forenoon) .

**Mr. Mukhopadhyay** has submitted his Doctoral Thesis to IIM Calcutta. He obtained his PGDM from IIM Calcutta. He has professional expe-

rience of almost 6 years.

He has five international conference presentations and 2 journal papers to his credit.

His area of interest in teaching and research include Ecommerce, Network Security, Internet Economics, Artificial Intelligence, System Dynamics, Risk Management, Insurance, Derivatives in risk Management etc.

## STUDENT ACTIVITIES

### INDEX 2006: The Fair- A Promise of More Fun, Action and Colour

**INDEX 2006** - Information through Disguised EXperimentation, a unique market research fair was organized, during November 25-26, 2006, at the Nehru Bal Vatika, Aliganj. This endeavor was aimed at tapping into the sub-conscious of the consumers and getting accurate and unbiased information for the corporate clients. Like every year, the event was a tremendous success, both in terms of quality of research effort put in by the students and the quality of entertainment, a normal Lucknowite got to enjoy.

Since 1994, the professors and students of IIM L



have been conducting research projects for companies by designing games to fulfill the research objectives.



The two-day annual fair proved to be a big crowd-

puller. The innovative games, specially designed for the occasion, remained the centre of attraction. This year lot of new programmes were added to it. The year 2006 gave IIM Lucknow's focus on marketing a new dimension when INDEX decided to step out of its market research role and expand to other areas in marketing with the launch of iBrand (a branding initiative) in October.

Every year INDEX also undertakes "**Play-the-brand**" for some of our partners at which students promote awareness and attributes of the clients' brand. The promotion was done through innovative games created by students and executed at the INDEX fair.

## FROM THE PRESS

- Summer placements at Indian Institute of Management, Lucknow, (IIM-L) were all-time best this year with students grabbing internship offers of their choice, having stipends as high as Rs 3.5 lakh per month — a dream for a common soul.

But still the 'stars of the show' were five-odd students, who opted out of the placements and went for internship in non-government-organisations and the Planning Commission.

Held between November 4 and November 8, the summer placements saw records tumbling as students walked away with internship offers of 5,000 pounds per month in international placements and Rs 50,000 per month in domestic sector.

*[Excerpts from The Times of India, Lucknow, November 11, 2006]*

- The highest international salary was Rs 4.25 lakh while the highest domestic salary was Rs. 50,000.00 per month.

Indian Institute of Management, Lucknow (IIM-L) announced the completion of its summer placement for the 2006-07 batch on Thursday. A total of 312 offers were made for 278 first year PGP students by 80 companies out of which 19 were international offers.

The highest international salary was 5000 pounds per month (around Rs. 4.25 lakh) while the highest domestic salary was Rs. 50,000.00 per month.

*[Excerpts from The Economic Times, Lucknow, November 16, 2006]*

- Indian Institute of Management -Lucknow (IIM-L) is now on cloud nine, following an all-time best summer placements as almost all students have got internship offers of their choice.

IIM-L, which has had some of the best placements during the last many years, continued its onward journey with "very good" summer placements early this month. It is expected that the final placements would be even more lucrative.

... Students walked away with internship offers of 5,000 pounds per month in International placements and Rs. 50,000 per month in domestic sector, a whopping increase as compared to last year's summer placements.

*[Excerpts from Deccan Herald, Bangalore, November 18, 2006]*

- 'We shall not let Manjunath's vanish quietly into the night. We shall not give in to fear and murder without a fight.'

This was one of the mails, sent by IIM



Lucknow's Prof. Devashis Chatterjee that had found its way in the in-box of various people across the globe. the provocation for the mail were pumped into IIM-L 2003 batch alumnus and an India Oil Corporation (IOC) official Manjunath Shanmugham's 27 year old frame in Gola on the night of November 19. Reason? Because, Machan, as he was nicknamed on the IIM-L campus had dared to take on the corrupt oil mafia in Gola where he had gone on an inspection.

A day before Manjunath's first death anniversary, news came that Prof. Chatterjee's book 'Break Free' that has been dedicated to Machan, has been raging hit overseas. The book has gone in for a reprint within a month of its release. In Korea as well as in most of the South East Asia, Prof. Chatterjee's book, a Penguin publication has been dedicated a best seller.

*[Excerpts from The Hindustan Times, Lucknow, November 18, 2006, pg. 01]*

If you thought last year was the best with over 10,000 people being part of the fun and excitement and of course loads of prizes wait till you see the colour of the city change this year. INDEX 2006, the annual marketing fair organized by students of the Indian Institute of Management, Lucknow (IIM-L) promises to be more colourful than ever.

The two-day fair will be held at Nehru Bal Vatika, Aliganj, November 25-26, INDEX is a disguised research fair where students create a fun filled atmosphere and seek feedback from consumers about products by engaging them in games.

*[Excerpts from The Times of India, Lucknow, November 19, 2006]*

IIM Lucknow has announced the completion of its summer placement for the 2006-07 batch. The institute has claimed that a total of 312 offers were made for 278 first-year PGP students. The highest international and domestic monthly salary offered was 5000 pounds and Rs. 50,000 respectively. Over 32% of students chose finance as the area of choice, while sales and marketing saw around 31% popularity. IT however found only 12% of students lining up for job offers. The visiting companies included JP Morgan, Deutsche Bank, Goldman Sachs, P&G and Yahoo.

*[Excerpts from The Times of India, New Delhi, November 20, 2006]*

He pinned up the thought for the day on the notice board of the Indian Institute of Management Lucknow, which largely went unnoticed. However the legacy of Manjunath Shanmugham, an Indian Oil Corporation's sales officer, who was killed for trying to stop the adulteration, has gone beyond the IIM community to become an inspiration for the whole country.

On Sunday, his friends and others gathered here to ensure that his legacy of honesty lives on. On the occasion, the Manjunath Shanmugham Trust (MST) formed by the members of the international IIM alumni network this year, together with Parivartan, a non-governmental organization, launched a national Right to Information helpline. It will answer queries that ordinary people might have about the RTI act.

*[Excerpts from The Hindu, New Delhi, November 20, 2006, pg. 13]*

Deemed as a hallmark of the Indian Institute of Management, Lucknow (IIM-L)-INDEX - Information through Disguised Experimentation - a unique market research

fair conducted by students of IIM-L, will be held on November 25 and 26 at the Nehru Bal Vatika, Aliganj. The annual business festival is aimed at tapping into the sub-consciousness of the consumers and getting accurate and unbiased information for corporate clients. "It is an effort to eliminate the flaws of sensitization effect inherent in conventional market research," pointed out Nishant Idnani, co-ordinator of INDEX.

Mentioning some of the major highlights of the event, IIM-L students said, "Every year INDEX undertakes 'Play-the-brand' for some of our partners, at which students promote awareness and attributes of the clients' brand. The promotion is done through innovative games created by students and executed at the INDEX fair.

*[Excerpts from The Indian Express (Lucknow Newline), Lucknow, November 23, 2006, pg 01]*

Indian Institute of Management, Lucknow (IIM-L) has tied-up with San Diego State University College of Business Administration (SUDS CBA) for its MBA programme in global entrepreneurship.

QUALCOMM, Invitrogen, Microsoft, Intel and KPMG have joined with SDSU CBA. "We at IIML need to ensure that managers have wide cross-functional as well as cross-cultural experience to be a success globally", says Dr. Devi Singh, Director, IIM Lucknow. Students would begin their study with six weeks in San Diego and then travel for 12-week blocks to each partner varsity in China, India and Middle East, finishing their last six weeks in San Diego.

*[Excerpts from The Economic Times, Bangalore, November 26, 2006]*

## GYANODAYA - RECENT ARRIVALS

- |   |  |    |   |
|---|--|----|---|
| 1 | Ahmad, Abad and Chopra, O.P. 2004. <i>Passion to Win: How Winning Companies Develop and Sustain Competitive Edge</i> . New Delhi: Excel Books: 322p. | 6  | Muralidharan, V.S. 2006. <i>The Intelligent Manager</i> . New Delhi: Anne Books: 434p.  |
| 2 | Butani, Mukesh. 2003. <i>Transfer Pricing: An Indian Perspective</i> . New Delhi: LexisNexis: 538p.  | 7  | Nikolai, Loren A., Bazley, John D. and Jones, Jefferson P. 2007. <i>Intermediate Accounting</i> 10th ed. Mason: Thomson South Western: 1240p. |
| 3 | Goodwin, Neil. 2006. <i>Leadership in Health Care: A European Perspective</i> . London: Routledge: 187p.   | 8  | Pruthi, Raj Kumar. 2006. <i>Manual of Right to Information Act</i> . New Delhi: Pentagon Press: 463P.   |
| 4 | Kohli-Khandekar, Vanita. 2006. <i>The Indian Media Business</i> . 2nd ed. New Delhi: Response Books: 264p.   | 9  | Sebesta, Robert W. 2006. <i>Programming the World Wide Web</i> . 3rd ed. Boston: Pearson: 646p.   |
| 5 | Kelley, Eamonn. 2006. <i>Powerful Times: Rising to the Challenges of our Uncertain World</i> . New Delhi: Pearson: 342p.                             | 10 | Singh, Jaswant. 2006. <i>A Call to Honour: In Service of Emergent India</i> . New Delhi: Rupa: 426p.  |