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## Book Chapters



Atanu Chaudhuri and K.N Singh (2010). Two period product choice models for commercial vehicles, *The Art and Science Behind Successful Product Launches*, Raghavan, N. R. Srinivasa; Cafeo, John A. (Eds). Springer Publication, 305 p, Pg 289-301, ISBN: 978-90-481-2859-4

#### Abstract:

Choosing products to launch from a set of platform based variants and determining their prices are some of the critical decisions involved in any new product development (NPD) process. Commercial vehicles are products, whose sales are closely tied with the economic conditions. The manufacturers have to choose the variants of the commercial vehicles to launch and sequence the product launches in such a way that profitability is maximized. We develop a two period model to choose the platform based variants, their prices and launch sequences with the two periods, spanning two economic conditions, for example boom and recession.

Our model helps in determining realistic prices of products in different economic conditions.

Keywords: Choice based modeling - Two period model - Commercial vehicles

Malay Bhattacharyya and Atanu Chaudhuri (2010). A Combined QFD and Fuzzy Integer Programming Framework to Determine Attribute levels for Conjoint Study, *The Art and Science Behind Successful Product Launches*, Raghavan, N. R. Srinivasa; Cafeo, John A. (Eds). Springer Publication, 305 p, Pg 243-256, ISBN: 978-90-481-2859-4

#### Abstract:

Chaudhuri and Bhattacharyya propose a methodology combining Quality Function Deployment (QFD) and Integer Programming framework to determine the attribute levels for a Conjoint Analysis (CA). The product planning decisions, however, are typically taken one to two years before the actual launch of the products. The design team needs some flexibility in improving the Technical Characteristics (TCs) based on minimum performance improvements in Customer Requirements (CRs) and the imposed budgetary constraints. Thus there is a need to treat the budget and the minimum performance improvements in CRs as flexible rather than rigid. In this paper, we represent them as fuzzy numbers instead of crisp numbers.

Then a fuzzy integer programming (FIP) model is used to determine the appropriate TCs and hence the right attribute levels for a conjoint study. The proposed method is applied to a commercial vehicle design problem with hypothetical data

Keywords: Quality function deployment - Conjoint analysis - Fuzzy integer programming

## Journal Publications



Payal Mehra, 2010, *An Experiential Class Assignment on Media Choice and Task Performance* Journal of Organizational Behavior Education 3 © Neilson Journals Publishing, Edinburgh, Midlothian EH9 2EY, Scotland, UK.

The ability to convey one's ideas and collaborate both in person, and via electronic means, is essential in industry today. Despite the large body of literature on collaborative learning, few studies have explicitly compared peer learning in face-to-face (FtF) versus computer-mediated communication (CMC) situations for task performance. This study seeks to add to this body of research by exploring the effects of three modes of collaboration on interactive behavior and task performance of student groups working collaboratively on a selected case. In this context, I devised an assignment to enable my students to appreciate the differences between FtF communication and CMC in a simulated environment. Working in small groups, students were expected to synthesize, analyze and collate information with respect to a business case to generate an outcome or a 'decision' (usually in the form of a short report or a presentation) using media such as FtF communication, email and chat.

It was found that students preferred the FtF communication for brainstorming and CMC for information exchange and decision making tasks. Contrary to expectation, social interaction was not actively sought on the media; it developed as a by-product of work related interaction. Above all, the assignment helped to debunk the popular myth (especially with MBA students who enter schools valuing finance, business strategy and marketing) that communication is mere 'commonsense' and reinforced the point that medium selection and message timing are critical in conducting business transactions successfully. The exercise helped in large measure to open the minds of the students to the need to give proactive thought to communication in business.

Payal Mehra, 2010, *A Socio-Technical Perspective on New Media and Information Sharing in Government and Non Government Sectors in India: an Empirical Investigation* in Journal of Creative Communication, 4(1) 4563 Sage Publications, <http://crc.sagepub.com>

The Information System discipline, studies the way individuals, groups and organizations use information. Although these methodologies have traditionally focused on the design of hardware, software and data aspects of the IS, newer (the so called 'soft') approaches, involve more consideration of human factors issues. These socio-technical methodologies incorporate a higher level of participation by system users and focus on identification of user needs and task satisfaction. This study examines how socio-technical factors (e.g. organizational climate and IT related issues) affect information sharing through their effects on perceived relative satisfaction with the new media (Email, Instant Messaging and Video Conferencing) in the government and non-government sectors in India, an emerging economy. The findings reveal a digital divide between the non government and the government sector.

Though technology has been continuously upgraded in most government organizations, the same cannot be said about communication. The study also reports wide gaps between the use, adoption and application of technology and what people desire socially. The study recommends structuring of the new media to harness data and information from participants



Pradeep Kumar, Bapi S. Raju, P. Radhakrishna, 2010, "A New Similarity Metric for Sequential Data", International Journal of Data Warehousing & Mining (JDWM), Vol 6, Iss 4, 16-32 pp, ISSN:1548-3924

In many data mining applications, both classification and clustering algorithms require a distance / similarity measure. The central problem in similarity based clustering /classification comprising sequential data is deciding an appropriate similarity metric. The existing metric like Euclidean, Jaccard, Cosine, and so forth do not exploit the sequential nature of data explicitly. In this paper, the authors propose a similarity preserving function called Sequence and Set Similarity Measure (S3M) that captures both the order of occurrence of items in sequences and the constituent items of sequences.

The authors demonstrate the usefulness of proposed measure for classification and clustering tasks. Experiments were conducted on benchmark data sets, that is, DARPA 98 and msnbc, for classification tasks in intrusion detection and clustering task in web mining domains. Results show the usefulness of the proposed measure.

Pradeep Kumar, Kishore Indukuri Varma, Ashish Surekha, *Fuzzy based clustering algorithm for privacy preserving data mining*, International Journal of Business Information Systems, Vol 7, Iss 1, 27-40 pp

Sharing of data among multiple organisations is required in many situations. The shared data may contain sensitive information about individuals which if shared may lead to privacy breach. Thus, maintaining the individual privacy is a great challenges involved in data mining, when data needs to be shared, privacy preserving data mining (PPDM) has evolved as a solution. The objective of PPDM is to have the interesting knowledge mined from data at the same time to maintain the individual privacy. This paper addresses the problem of PPDM by transforming the attributes to fuzzy attributes. Thus, the individual privacy is also maintained, as one cannot predict the exact value, at the same time, better accuracy of mining results is achieved.

Id3 and Naive Bayes classification algorithms over three different data sets are used in the experiments to show the effectiveness of the approach.

Keywords : privacy, preserving data mining, PPDM, fuzzy sets, decision trees, clustering algorithms, data sharing, multiple organizations, sensitive information, privacy breaches, data protection, individual privacy, fuzzy attributes, ID3, iterative dichotomisers, Naive Bayes classification, business information systems.

## Research Publications



Niraj Kumar and Sanjeev Kapoor, 2010, "Value Chain Analysis of Coconut in Orissa", *Agricultural Economics Research Review*, Vol. 23, pp 411-418

### Abstract:

Coconut crop forms an important constituent of food basket of the people of Orissa and meets the economic needs of people dependent on its marketing. The study conducted in five coastal districts of Orissa, namely, Puri, Cuttack, Khurda, Ganjam, and Jagatsinghpur has examined the market chains for coconut to find the flow of product from farmers through different intermediaries to the consumers. Prices and market margins have been computed at the different stages of the chain in order to reflect the value addition through various participants of the chain. Marketing channels have been found to be well established in the state, particularly in the coastal areas. No major value addition is done by the players at any level. The existence of functional channels explains that production and marketing system of coconut in the state can manage both increased supply and increased demand.

The study has observed a high ratio of vendors v/s farmers and aggregators v/s vendors in the channel. In spite of this high ratio, both vendors and aggregators are able to earn profit and are continuing the business. It is suggested that coconut based industries should be jointly promoted by state industry department, state agriculture department and Coconut Development Board.

## Conference/Seminar Publications

Gupta, N.K. and Gupta, R.K. (2010) : " Issues and Strategies for Talent Management in Indian Insurance Industry " Paper presented in 63rd All India Commerce Conference( Annual Conference of the Indian Commerce Association )" Organised by Goa University, Taleigao Plateau, Goa during 1-3rd October, 2010.

### Abstract:

Talent management is about providing opportunities for people with the highest potential in an organisation to learn, develop, gain useful experience and progress in their careers. Process of managing talent includes stimulating and retaining the people who are destined to play a major role in the future of the organisation. India is facing a talent crunch today and one of the most highlighted sector-victim of the present times is the insurance industry. Talent management is the single biggest challenge faced by any high-growth industry, and, if the industry like insurance is growing at 25-30 per cent annum, there is the additional problem of getting good quality people in large numbers. The insurance industry in India being relatively new opened up to the private sector also limited the number of people with domain expertise. The European insurance companies also recognised the value of talent management and introduced the process in their organisation in the past. Although in many cases, there appeared a substantial gap between intention and reality.

The present study highlighted challenging factors of Indian insurance industry - a high-growth industry, a rapidly growing private sector and a limited number of people. The study included the initiatives taken by Indian insurance companies for managing the shortage of 'critical talent' in the industry. The study also included the formalised talent management and succession planning processes introduced by the European insurance companies in their organisations during the last decade. Important issues for talent management by the insurance companies in India in the present globalised scenario were elaborated in the study.



Gupta, N.K., H J Ghosh Roy & Sanket Vij (2010) : " Role of NABARD in Rural Entrepreneurship : An Empirical Study of Services Quality and Customer Satisfaction in Haryana " Paper presented in 63rd All India Commerce Conference( Annual Conference of the Indian Commerce Association) Organised by Goa University, Taleigao Plateau, Goa during 1-3rd October, 2010

### Abstract:

India's rural population has been increased by 100 million mark in 2009. This population has been targeted by NABARD/SHGs/NGO's/MSME by offering various schemes and services (both on-farm and off-farm) for better financial inclusion and better inclusive growth. The research focuses on the NABARD and its role in servicing the rural micro-enterprise sector.

The study has been undertaken for measuring customer's satisfaction regarding services quality offered by NABARD in the state of Haryana (India). The purpose of this empirical study is to obtain information about quality parameters of services provided by NABARD, to find out as to how much these parameters rate are as per the expectations of the customers.



Atanu Chaudhuri & K.N. Singh, "Two Period Product Choice Models for Commercial Vehicles", Paper presented by Atanu Chaudhuri a 2 day research workshop and symposium organized by General Motors India Science Lab at Bangalore during 12-12th November 2010

## Research Publications



Payal Mehra (2010). International Case Conference 2010 organized by IMT-Nagpur at Goa International Centre (16-18 November 2010) 'Communicating in a Crisis: the Case of Jet Airways'

Abstract:

The case is presented in a narrative format of a real life scenario involving Jet Airways, a private airline operating from India. The central idea of the case is communicating in a crisis and the role of the business leader as communicator.

The case presents the organizational communication issues faced by Jet Airways during the retrenchment crisis and the call to strike given by its pilots in the year 2009. The overriding issues the protagonists face in this case are: Could communication with the pilots and the staff have been different than what it was? Could the crisis been averted if effective internal communication strategies were in place? Finally, what is the best way to communicate to media as well as employees in a crisis?

The teaching note includes: (1) the abstract; (2) the learning outcomes; (3) target audience; (3) use in instructional sequence; (4) Functions of the students in the case study and assignment questions; (5) teaching themes and lessons from the case; and (6) readings and references. It does not contain an analysis of the case.

## Articles in Magazine



Samir K Srivastava, "A Big Deal", Logistics Times, Volume 1, Number 7, November 2010, pp. 29-31.

Abstract:

More than ever before, there's an emerging need to deliver better, innovative and greener products all over the world faster and cheaper. Product Life-cycle Management (PLM), the seamless integration of distribution and reverse logistics, is becoming a necessity for the future competitive market.

It is the life-cycle decision-making support system that provides a means for management optimization through the analysis of various parameters collected during the life of a product

The full article can be accessed at:

[http://issuu.com/rajmisra/docs/lt\\_novemeber\\_2010\\_for\\_net/28](http://issuu.com/rajmisra/docs/lt_novemeber_2010_for_net/28)

## Book Reviews

Anuradha Manjul, PR & MR Officer, (2010), "Communication for Management", Prof. Roshan Lal Raina, Ifthikhar Alam, Faizia Siddiqui, Word Press, Lucknow, 362 Pg, reviewed in LBS Journal of Management & Research, Vol 8, Jan - Jun 2010, No. 1, 155 Pg, pp. 150-151, ISSN 0972-8031

## Keynotes/Addresses delivered

Prof. Pankaj Kumar, was the keynote speaker in the panel discussion on " Better team performance through empowerment of yourself and others ". The panel discussion was organised by Association of Knowledge Workers, Lucknow and Indian Industries Association (IIA) on November 15, 2010 in Lucknow.

## Awards

Gupta, N.K., H J Ghosh Roy & sanket Vij (2010) : " Role of NABARD in Rural Entrepreneurship : An Emprirical Study of Services Quality and Customer Satisfaction in Haryana" Paper presented in 63rd All India Commerce Conference(Annual Conference of the Indian Commerce Association )" Organised by Goa University, Taleigao Plateau, Goa during 1-3rd October, 2010. This paper was awarded SILVER MEDAL as BEST BUSINESS ACADEMIC OF THE YEAR AWARD-2010

## Forthcoming

## Management Development Programs

S.No	Program Title	Program Director	Dates	Venue
1	International Conference in association with the Athenian Policy Forum (APF)	Prof. Rajeev Kumra	December 16-17, 2010	IIM Lucknow Noida Campus
2	Executive General Management Programm for COLT Executives		December 22-23, 2010	IIM Lucknow Noida Campus
3	Managerial Decision Making under Uncertain Environment	Prof. B K Mohanty	December 6-8, 2010	IIM Lucknow Campus
4	Effective Written Communication	Prof R. L Raina	December 20-22, 2010	IIM Lucknow Campus
5	Strategic Business Negotiation and Communication	Prof. Himanshu Rai	January 6-8, 2011	Mumbai
6	Overcoming Managerial Challenges: A Problem Solving Approach	Prof Abhishek Nirjhar / Prof Archana Shukla	January 10-12, 2011	IIM Lucknow Campus
7	Managing Marketing	Prof. Saji K.B. Nair	January 10-21, 2011	IIM Lucknow Campus
8	Optimal Supply Chain Planning: Tools for Strategic and Tactical Decisions	Prof R.K. Srivastava / Prof Rahul Pandey	January 14-15, 2011	IIM Lucknow Campus

## Concluded

S.No	Program Title	Program Director	Dates	Venue
1	General Management Programme for GAIL at GTI, Noida (In-company programme)	Prof Archana Shukla	November 10-12, 2010	
2	Seminar on "Doing Business in India" for Executive MBA Students of MIP, Milano	Prof. Ajay Singh	November 15-19, 2010	IIM Lucknow Noida Campus
3	Developing global leaders for the executives of Bharat Electronics Ltd.	Prof Ajay Singh	November 22-26, 2010	IIM Lucknow Noida Campus
4	Strategic Finance for Non Finance Executives of Bharat Electronics Ltd.	Prof. S C Bansal	November 22-26, 2010	IIM Lucknow Noida Campus
5	e-MDP on Executive Global Business Management Programme	Prof. Ajay Singh/ Prof. Abhishek Nirjar	November 29-December 01, 2010	IIM Lucknow Noida Campus (on Campus Module)



## Events during the month

### Lucknow Campus

#### Samvit 2010

Samvit – the Annual Leadership Summit of IIM Lucknow – was held at IIM Lucknow campus on the 27th- 28th of November 2010. Conceptualized as a two day event, Samvit 2010 featured industry-academia interactions through multiple channels, including panel discussions, inter B-school and industry-participated competitions, workshops and guest lectures. The star attraction of the summit however was the Leaders' Panel discussion which saw industry leaders and policy makers meet at the IIM Lucknow campus to ideate on a central theme. The theme for Samvit 2010 was "Financial Regulation & Development in India: Challenges & Prospects."

Samvit 2010 was declared open by Dr. Subir Gokarn, the Deputy Governor of RBI, on the 13th of November 2010. Mr Gokarn laid the foundation for the summit by defining the theme which broadly covered the financial health of the country as regards Efficiency, Stability, Transparency and Financial Inclusion in the Economy.

A financial workshop was organized to educate the students about the intricacies of derivative trading, investment banking and corporate banking.



The workshop was conducted by Mr. Vaidya Nathan, a certified trainer who works in close association with brands such as JP Morgan Chase, Citibank and Deutsche Bank. More than 150 students attended the workshop where Mr. Vaidya Nathan used excel calculations to succinctly describe the fundamentals of derivative pricing and DCFS to the students.

The key note speakers for this year's panel discussion were - Mr. Atul Khosla (Country Head, Oliver Wyman), Mr. V Bunt Bohra (CEO, Goldman Sachs Services India), Mr. Vikas Vasal (Executive Director, KPMG), Mr Sanjiv Bhasin (GM & CEO, DBS Bank) and Mr. Suresh Senapaty (ED & CFO, Wipro Ltd.) and Mr. Amitabha Ghosh (Former Governor, RBI). Mr. Bhupesh Bhandari, Senior editor at Business Standard, was the Master of Ceremony.

The event was well-received by both the faculty and the students.



#### INDEX - 2010

IIM Lucknow's much awaited premier management event, INDEX 2010, kicked off to much fun and frolic at Colvin Taluqdar College grounds on 20th November, 2010. The excitement in the air could be clearly felt in the 16th edition of the biggest marketing research event of the country. The atmosphere was abuzz with lot of activities throughout the day.

There were many game stalls being put up by the students of IIM Lucknow for the city people, who were clearly enjoying every bit of it. Apart from the market research stalls, INDEX offered a lot more for the general public.

The day started with Lucknow Idol to find the singing sensation of the city. Several other informal activities such as Mimicry, Housie, and Balloon Shaving etcetera took place throughout the day, keeping the crowd excited and entertained.

Crowd was especially appreciative of the Street Plays on the issue of Road Safety, which was conducted by Index as part of its CSR initiatives. The evening was set ablaze with the wonderful dance performances by many teams in Footloose, the Choreonite

However the first day's highlight was undoubtedly the captivating performance by the internationally renowned exponent of flute, Pandit Hari Prasad Chaurasia under the banner of SPICMACAY. This show was organized as part of the Star Nite by Index in collaboration with SPICMACAY IIM Lucknow chapter. The performance by Pandit Hari Prasad Chaurasia was a big crowd puller. Second day saw larger crowds coming to enjoy the stalls and also the Rock Show and music performances by 3.4 – IIML's own music band



## Events during the month

### Harmony Cup 2010

Harmony Cup, the Annual Fund Raising tournament of IIM Lucknow, was organized successfully from 14th – 17th November, 2010, by Bhavishya, the Social Initiatives Committee of IIM Lucknow.

This year the funds will be used for helping the NGO 'Baccho Ki Duniya' to setup a school for underprivileged children and to develop the infrastructure at the orphanage, Rajkriya Balgriha. The sponsors for this year were Midnight Bakers, Subway, Pizza Hut and N-Arkx Engineers and Consultants. Special mention must be made of Team Pulse who contributed generously for the event.



The Director of IIM-L, Dr. Devi Singh, commended the Bhavishya Committee for continuing their contributions to social organizations around IIM Lucknow year after year. Bhavishya Coordinator, Smriti Tiwary said after the tournament, "We are very grateful to all contributors for enabling us to continue the infrastructure development work which we started last year at Rajkriya Balgriha, and also to work with Baccho Ki Duniya this year."

### Nirvana 2010

The entrepreneurship cell of IIM, Lucknow conducted NIRVAAN, 2010, the annual entrepreneurship summit on 14th Nov, Sunday.

Based on the theme 'Ideation, Innovation, Inclusion', the summit had generated enough enthusiasm among the student community to make them come up with business ideas not only for their individual success but, for the society as a whole. The entrepreneurship cell of IIM-L provided a unique opportunity for the prospective and budding entrepreneurs by bringing them into contact with venture capitalists, investors, mentors, experienced entrepreneurs and brightest brains of the country.



The summit was initiated with the business plan contest 'Spardha', in the general category and 'Samridhhi', in the social category. The event was a battle of ideas from sustainable product recovery and recycling to social cause of helping the NGOs of India in providing better education to economically deprived sections of society. The event witnessed participation from top-notch business schools like IIM Ahmedabad, NITIE, IIFT, Delhi, RGIPT besides the host college. The participating teams found it challenging as well as exciting to present their business plans to be judged by a panel. It was team 'Nirvana' of IIM-L which was declared the winners in the General B-Plan category and team 'Delly Bellys' of IIFT, Delhi were the winners

in the Social B-Plan category. The points for all the teams were pretty close, thus, indicating the superior level of competition and quality

### Diwali Celebrations

Diwali was celebrated at IIM Lucknow on 5th November with much gusto and participation from all students. As part of the celebrations, which were organised by the Student Council, there was a special Diwali pooja at 7PM in the Mess. The students were requested to come dressed in Ethnic Wear. There were special gifts for the Best Dressed Male and Best Dressed Female which were given out after the pooja. Prof. Ajay Garg did the judging.

This was followed by crackers and students zealously participated in the celebrations which went on for nearly an hour. Mess Committee had organised a special dinner too



### IIM Lucknow salutes Manjunath Shanmugham

In memory of Manjunath, a 'candle light march' and 'pledge of integrity' was organized at IIM Lucknow and 14 other colleges across India on 19th Nov. Other colleges participating in the march this year are: IIM Ahmedabad, IIM Bangalore, IIM Lucknow – Noida Campus, IIM Indore, IIM Kozhikode, IIM Shillong, XLRI Jamshedpur, XIMB Bhubaneswar, TAPMI Manipal, IMT Ghaziabad, SIBM Bangalore, SP Jain Institute of Management and Research Mumbai, TISS Mumbai and Narsee Monjee Institute of Management Studies.

### Inauguration of 1st Floor Mess Extension at IIM Lucknow





## Events during the month

### Noida Campus

#### Udyam - IIM Lucknow Leadership Summit

Students of IIM Lucknow gained some remarkable insights from eminent industry personalities during the Leadership Summit, Udyam 2010, held recently at the NOIDA Campus.

With a view to provide insights to its students on implementing sustainability in businesses and discuss current trends, IIM Lucknow organized its Leadership Summit – Udyam 2010 - on November 13 at its NOIDA campus with the central theme, "Architecting Sustainability".

Dr. Devi Singh, Director, IIM Lucknow, delivered the keynote address and emphasized the need for businesses to incorporate 'sustainability' in their business models. He also laid importance on the growing awareness on environmental and social issues and to equip MBA students with better perspectives to manage businesses.



Eminent speakers from the industry participated in the two panel discussions. Professor Sushil Kumar from IIM Lucknow - an expert on climate change and CSR issues - moderated the panel discussions.

The pre-lunch session focused on 'Sustainability: A Business Imperative'. The panelists were Mr. Subir Hazra (VP Strategic Planning, GMR Group), Mr. Karandeep Singh (MD, Sapient India), Mr. Poul V. Jensen (Director, European Business Technology Center), Mr. Ajay Davessar (Global Head - Green Initiative, HCL Technologies).

Sharing his thoughts on traditional Indian culture and values that were based on principles of sustainability, Prof. Sushil Kumar referred to a survey conducted by Havas Media that Indian consumers are second only to the Japanese in terms of environmental-consciousness, and are most sensitive to corporate attitudes towards sustainability.

The event was well-received by both the faculty and the students





**From the Press**

**Name of the Publication :** Times of India  
**Edition :** New Delhi  
**Date :** 1/11/10

**LEADERSHIP SUMMIT**  
 IIM Lucknow's Noida campus is organising a summit for the corporate leaders to architect business models with sustainability. 'Udyam '10-The Leadership Summit' will be held on November 13 at IIM Lucknow's Noida campus.

**Name of the Publication :** Amar Ujala  
**Edition :** New Delhi  
**Date :** 14/11/10



**Leadership summit at IIM Lucknow**  
 Udyam '10 -The Leadership Summit, will be held on November 13, 2010 at IIM Lucknow's Noida campus. At the summit, business leaders and eminent personalities are expected to exchange thoughts on topics that will shape the future of India. Eminent speakers will deliver talks on architecting sustainability that meets the needs of the present without compromising the needs of future generations.

**Name of the Publication :** Deccan Herald  
**Edition :** Bangalore  
**Date :** 4/11/10 & 11/11/10

**Name of the Publication :** The Statesman  
**Edition :** New Delhi  
**Date :** 19/11/10

**IIML's summer placements 2010-11: 417 offers, 151 firms, 123 slot zero offers**  
 The summer placements at the Indian Institute of Management, Lucknow, saw a count of over 417 offers in 6 days—effectively a 75% increase in offers over the previous year. A total of 151 firms visited the campus, making 417 offers. Of these, 123 offers were made in the coveted slot zero. Several prestigious firms made offers solely to IIM Lucknow including Wolff Olins Dubai (Brand Strategy), Samara Capital, Multiples Alternate Asset Management, Milestone Capital and Walden International. These niche profiles signal a shift away from mainstream roles recognising the diversity of pre-MBA work experience of the batch.

**Name of the Publication :** Financial Express  
**Edition :** New Delhi  
**Date :** 8/11/10

**Bravo, IIM-Lucknow**

THIS year, there has been a rise in the number of companies conducting campus placements at the Indian Institute of Management, Lucknow. Aricent, Cognizant, Wipro, Wolff Olins and many other private firms have recruited a large pool of IIM pass outs as consulting employees, while banking aspirants have been placed in HSBC, HDFC, Citibank and as sales and marketing professionals in Asian Paints, Bharati Airtel, Britannia and Palmolive.

Besides, students of general management have secured placements in multinational companies like the Aditya Birla Group, Mahindra & Mahindra and Reliance.

The authorities are of the view that they have taken considerable efforts at upgrading management education catering to the economic needs of India; and international companies have tied up with educational institutes.



## From the Press

Name of the Publication : Financial Express  
Edition : New Delhi  
Date : 4/10/10

Name of the Publication : Economic Times  
Edition : New Delhi  
Date : 4/10/10

NEW DELHI 4NOV2010

## IIM Lucknow sees 417 offers in just six days

Our Bureau  
KOLKATA

Lucknow, Nov 3: The summer placements at the Indian Institute of Management, Lucknow saw a 75% increase in offers compared to the previous year. There was an unprecedented count of over 417 offers in a span of just six days.

Of the 417 offers, 123 offers were made in the coveted slot zero. A total of 151 firms visited the campus for the summer placement.

Several firms, including Wolff Olins Dubai (Brand Strategy), Samara Capital, Multiples Alternate Asset Management, Milestone Capital and Walden International, made IIM Lucknow their first priority.

Key recruiters on campus included McKinsey & Co., The Boston Consulting Group, Tata Administrative Services, Hindustan Unilever, Procter & Gamble, Aditya Birla Group, Cadbury-Kraft, Diageo, Aventus Capital and BNP Paribas among many others.

Several firms were impressed by the recruitment process, which was recognised as being well managed and extremely efficient, favouring both recruiters and students. The number of offers made by the companies was a testament to the robustness of the process.

## Summer offers jump 75% at IIM Lucknow

Our Bureau  
KOLKATA

SUMMER placements at IIM Lucknow (IIM-L) hit a high note with 417 offers in just six days, a 75% increase in offers over the previous year.

A total of 151 firms visited the campus, with 123 offers made in Slot Zero alone. Several prestigious firms made offers exclusively at IIM-L, including Wolff Olins Dubai (brand strategy), Samara Capital, Multiples Alternate Asset Management, Milestone Capital and Walden International.

Key recruiters on campus included McKinsey & Co, the Boston Consulting Group, Tata Administrative Services, Hindustan Unilever, Procter & Gamble, Aditya Birla Group, Cadbu-

ry- Kraft, Diageo, Aventus Capital and BNP Paribas.

Firms from the financial sectors included Goldman Sachs, JP Morgan, Citibank, HSBC, Standard Chartered, American Express, Deutsche Bank, Development Bank of Singapore, Edelweiss Capital, Axis Bank, Elara Capital, Atherstone Capital, SBI Capital, KC Securities, and BMR Advisors while FMCG firms also made their presence felt including P&G, HUL, Reckitt Benckiser, Glaxo SmithKline, Coca-Cola, Pepsi, J&J Consumer, J&J Medical, J&J Pharma, Colgate Palmolive, Nestle, Heinz, Britannia, Asian Paints, Agrotech, Dabur, Marico, Kellogg, L'Oreal, Perfetti Van Melle, ITC, Kraft-Cadbury and Diageo.

Name of the Publication : Economic Times  
Edition : Kolkata  
Date : 4/10/10

## IIML summers see 417 offers in 6 days

Our Bureau  
KOLKATA

SUMMER placements at IIM Lucknow (IIML) hit a high note with 417 offers in just six days, marking a 75% increase in offers over the previous year. A total of 151 firms visited the campus, with 123 offers made in Slot Zero alone.

Several prestigious firms made offers exclusively at IIML, including Wolff Olins Dubai (brand strategy), Samara Capital, Multiples Alternate Asset Management, Milestone Capital and Walden International.

Key recruiters on campus included McKinsey & Co, Boston Consulting Group, Tata Administrative Services, Hindustan Unilever, Procter & Gamble, Aditya Birla Group, Cadbury-Kraft, Diageo, Aventus Capital and BNP Paribas, among others.

From the financial sectors, investment banks and financial services firms that recruited in large numbers included Goldman Sachs, JPMorgan,



Citibank, HSBC, Standard Chartered, American Express, Deutsche Bank, Development Bank of Singapore, Edelweiss Capital, Axis Bank, Elara Capital, Atherstone Capital, SBI Capital, KC Securities and BMR Advisors among others.

FMCG firms also made their presence felt in a big way with recruiters including the likes of P&G, HUL, Reckitt Benckiser, GlaxoSmithKline, Coca-Cola, PepsiCo, J&J Consumer, J&J Medical, J&J Pharma, Colgate Palmolive, Nestle, Heinz, Bri-

tannia, Asian Paints, Agrotech, Dabur, Marico, Kellogg, L'Oreal, Perfetti Van Melle, ITC, Kraft-Cadbury and Diageo. Other firms that offered marketing positions include Ashaya, Microsoft, Nokia, and Bharti Airtel.

The consulting domain saw Deloitte, Cognizant, KPMG, PwC, MindTree, Wipro and HCL recruiting students for their various practices. GE, Mahindra & Mahindra, Larsen & Toubro, Reliance and RPG were among those who made offers for general management positions.



Name of the Publication : Economic Times  
Edition : New Delhi  
Date : 04/11/10

Name of the Publication : Economic Times  
Edition : New Delhi  
Date : 20/11/10

Name of the Publication : Economic Times  
Edition : Mumbai  
Date : 22/11/10



## From the Press

Name of the Publication : Business Standard  
Edition : New Delhi  
Date : 4/11/10

**Offers rise 75% at IIM-L's placements**  
Summer placements at the Indian Institute of Management, Lucknow (IIM-L) saw 417 offers from 151 companies in six days — a 75 per cent increase in offers over the previous year. Last year, companies had made 240 offers during summer placements. Of the 417 offers, 123 were made in the zero slot. **BS REPORTER**

Name of the Publication : The Times Of India  
Edition : New Delhi  
Date : 2/11/10

### Resurgence in placement of defence officers



Releasing the brochure for 3rd batch of defence officers undertaking the residential General Management Program from IIM Lucknow, Noida Campus, Major General Pramod Behl, Director General, Resettlement, was very hopeful that specially designed curriculum would facilitate the officers to craft their positions in industry with ease and it would be a major asset to the corporate world.

Name of the Publication : Financial Express  
Edition : New Delhi  
Date : 26/11/10

### IIM-Lucknow to conduct SME conclave

fe Bureau (N-2008)

Lucknow, Nov 25: In a move that will help boost the micro, small & medium enterprises in the country, the entrepreneurship cell of IIM Lucknow will conduct a day-long SME conclave at its campus on Saturday.

This theme of the conclave this year will be 'Managing MSME business for sustainable enhanced growth'. Industry chamber Indian Industry Association (IIA) would be partnering IIM Lucknow in this venture.

"MSMEs are the engines of economic growth in the country. The conclave will focus on several issues faced by MSMEs and aims at providing insights into developing strategies for sustainable enhanced growth," said a spokesperson of the IIM-L entrepreneurship cell adding that the event would provide a networking platform to more than 100 SME delegates, industry experts, academicians and representatives of financial institutions.

Talks and panel discussions would centre around the drivers of growth and would address concerns on non-availability/affordability of skilled labour, loans and investments and various other financial issues.

Various other hurdles faced by the MSMEs in terms of human resource management — working capital management, achieving sustainable growth, awareness and adoption of new technologies, etc — would also be deliberated upon and effective and innovative strategies to overcome these hurdles would be churned out to ensure profitability for MSMEs," said DS Verma of IIA.



Name of the Publication : Financial Chronicle  
Edition : New Delhi  
Date : 2/11/10

## Business must be based on trust

**T**HIS is Deepawali week—the festival of lights and material prosperity! It is a matter of faith that Goddess Lakshmi visits homes where purity and light prevails. From another perspective, this is also the time to cleanse our souls and unburden ourselves of ill-will and negativity with good-natured, soft feelings towards everyone.

Inherent here is the assumption that humanism (reason and welfare) is universal and timeless. There may be cultural differences among people but the core values of trust, dignity and mutual respect prevail. But how is this possible when one sees moral decay all around? There are fresh symbols of national shame (one such is the Adarsh Society Tower in Mumbai). In this age of information, almost every institution in India has been sullied—be it the judiciary, administrative, telecom, financial, defence, diplomacy, regulatory, sports, academics and legislative. The worst part is that of offices, which were beyond suspicion and with which the final administrative and decision-making authority rest, have become part of the prevailing immorality. And over the years, despite all the corporate governance regulations, the degree of Orwellian theatrics has only grown in geometric proportions.

What does this demeaning of institutions mean to us average Indians? Ultimately, it leads to confusion and a huge trust deficit. Confusion arises as to what is right and wrong, and whom one goes for advice in case of misdemeanors? Trust deficit arises since we don't know who is involved at what levels and to what degree. In this sense, we are our worst enemies — repeatedly

Arun Kumar Jain



**LET THERE BE LIGHT:** There may be cultural differences among people but the core values of trust, dignity and mutual respect prevail

doing what our enemies perhaps dare not attempt to do. The question is: Are we ashamed? And what is the way out? May be we need to start with the basics.

Trust is so basic in our lives that we do not even realise its presence. It exists when we entrust our lives to train drivers or pilots. It exists when we give clothes for washing, cross the road, and hire a maid for household chores. It short, it exists whenever we buy a product or a service. Yet it is a major disappointment that study of trust is ignored in our management philosophy and academic curricula.

On the contrary, what we teach moves bright, idealistic

students away from the richness of our historical traditions. Instead, we give them tools and frameworks to conceptualise every situation into 'payoffs' and 'tradeoffs'. Happiness is thus attempted to be captured in a game of theoretic formulations of costs and benefits. This thinking unfortunately gets ingrained into (and stops at) assessing the bargaining power of suppliers and customers or threats from new entrants.

We, in this process, create a mindset of fear, possible exploitation and mutual suspicion. Students may feel they have become 'street-smart', but the 'casualty' is that they have been pulled

away from idealism and sucked into realism.

Not to be misunderstood, the economic and game theoretic tools are excellent for structuring a given negotiation situation or not getting cheated. But tools they must remain! These cannot replace human ingenuity, creativity, and interdependent-connectiveness. In any case, they still require human interpretation and assessment.

The trust element remains the bottom line in their application. Otherwise, one cannot explain the thousands and millions of products recalled by Toyota, Sony and Ford, among others. In many cases, if the trust goes then the firm

goes. It happened with Enron and Andersen Consulting. Closer home, it happened with Global Trust Bank and Satyam. As one wag remarked: GTB was neither global, nor trustworthy, likewise Satyam was full of Asatyama!

Who could have imagined a giant Fortune 10 company like BP would be broken up (it has to divest some of its key assets) to pay for breach of promises (especially after the Macondo well accident in the Gulf of Mexico) that eroded the confidence of shareholders, governments, customers and public at large. The company is now undertaking a fundamental review and restructuring of its businesses, performance metrics and safety and risk management procedures. Similarly, Siemens had to undertake major restructuring and portfolio realignment after it lost the German and US governments' goodwill and World Bank's confidence after its various underhand and murky dealings in many parts of the world became public knowledge.

Trust is *vishwas*, which has at least four pillars: fearlessness, transparency, promise (of stated performance) and, (though not the final one) respect. Any missing dimension leads to emptiness, disenchantment and quick divorces (pun intended). The edifice for all the four is not a mindset of transaction cost and economic formulation, but a long-term vision to serve humanity beyond short-term quarterly payoffs. It is a philosophy — a spiritual and mental approach towards thinking and conducting good. This Deepawali, this ought to be our self-promise.

*(The writer is a professor of strategy and corporate governance at IIM-Lucknow)*



From the Press

Name of the Publication : Financial Express  
 Edition : New Delhi  
 Date : 24/11/10

**INTERVIEW: HIMANSHU RAI**  
 CONVENER, CAT 2010

## We have to reach a stage when CAT is made available all year

For the past one year since the Common Admission Test (CAT) has gone online, CAT 2010 convener Himanshu Rai has been working round the clock to ensure a glitch-free exam this year. After CAT's 30-day window opened on October 23, it has been a month and so far that only FE's Jyotirm Bhambhani says there's still a long road to go before CAT is ready to be taken across frontiers.

What steps IIMs and Protonic took to ensure a glitch-free 2010?

Significant improvements were brought in all facets of CAT and some of the specific changes were included in the website. Some of the specific changes to include interactive website, online registration and registration process and explored every process through documents, audio and video files. The candidate facilities are working for longer hours and better prepared answers queries. IVRS has been made available both in English and Hindi for all the candidates. We had all venues and late order our arrival on October 16 thus allowing us to carry out finalisation using cutting-edge processes and tools. The testing window was increased from 16 to 30 days giving candidates a greater flexibility to choose preferred time, date and location, while also bringing the flexibility to those venues which met our stringent specifications. A focus was laid upon the website, while not neglecting the actual difficulty level of CAT, increased candidates by giving them a glimpse of the actual screen and the process of the online day.

A lot of apprehensions were raised about the non-uniformity of hardware conditions in centres last year. What did you do to ensure uniformity this time round?

We have taken care to include only those venues which meet our stringent demand and specifications in terms of infrastructure quality and network capability. Therefore, every venue and lab, in the least, provide us with adequate infrastructure that will not lead to any discrimination between the given and different places.

What's the feedback you've received so far both from the IIMs and the candidates about CAT 2010?

Candidates have expressed happiness about the way in which CAT 2010 has been conducted. There have been no dis-



placements or serious technical snags. The web forums are replete with candidates' expressions of happiness on the way CAT has gone so far.

What are the future steps that you propose to take to enhance the acceptability of the online format of CAT?

We have to get to a stage when CAT is available to candidates throughout the year with results being delivered immediately. This would require us to move from linear fixed form delivery based CAT to linear on-the-fly testing based on fast response theory that will maintain difficulty equivalence while reducing item exposure and enhancing test security. Other possible future enhancements include facilitation of voucher sales through online payment systems and developing dedicated testing sites. Further, CAT ought to be taken across the frontiers to make it more visible while bringing in the best global practices.

Do you feel there's a scope for more improvements and if so, what should they be and how can they be implemented?

Taking it to a LOPT model requires a critical level of question bank development, and given the difficulty levels of this exam that allowed to select top 5% of the exam takers, it would easily take IIMs a couple of years before they have the necessary numbers to give it the needed level of work. Other possible future enhancements include the capability. They have led others to global standards and they would continue to do so.

After this year's CAT experience, can we truly say CAT in its online avatar is comparable to say a GMAT or a GRE?

I would say it is better, for it is tougher and more discriminatory at the top percentile levels. Further, it tests candidates on all three abilities required of a potential management student and therefore should have more predictive validity.

When do you propose to expand the 30 day window to an all-year round, one-day-at-a-time format?

I would expect that to happen earliest by 2012/2013.

Name of the Publication : The Telegraph  
 Edition : Kolkatta  
 Date : 16/11/10

# IIM mulls admission test revamp

**CHANDREYEE CHATTERJEE**

On the threshold of their 50th year, the Indian Institutes of Management, old and new, are thinking of overhauling the admission process in pursuit of diversity in the classroom.

The directors of five IIMs — Calcutta, Bangalore, Lucknow, Indore and Ranchi — on Monday voted for a change in the admission test for the premier B-schools to correct the gender imbalance and welcome students from more varied backgrounds.

"We need to ask why so many engineers, why so many freshers and why so few women," IIM Lucknow chief Devi Singh said at the directors' conclave organised as a part of IIM Calcutta's inaugural programme for its golden jubilee celebrations.



From left: IIM directors N. Ravichandran, Devi Singh, Sekhar Chaudhuri, Pankaj Chandra and M.J. Xavier from Indore, Lucknow, Calcutta, Bangalore and Ranchi at the convention. Picture by Avishek Banerjee

According to the directors, perceptions about the Common Admission Test (CAT) have led to homogeneity in the IIM classrooms.

Pankaj Chandra, the director of IIM Bangalore, referred to a study conducted by the institute in colleges in the IT city that showed women did not consider appearing for CAT because they were under the impression that the IIMs are biased towards those with quantitative skills. "The admission process needs to change... diversity adds value to the classroom," he added.

The IIMs have reduced the weightage given to CAT scores so that candidates who are "well-rounded and can think out-of-the-box" make the cut, but that is not enough, feel the directors.

Twenty to 40 per cent weightage is given to CAT scores. The rest is split between group discussions, personal interviews, marks in Plus-2 and graduation, and work experience.

"The admission process has become efficiency driven rather than being effectiveness driven," said N. Ravichandran, the director of IIM Indore.

"We have to look at creating diversity without resorting to quotas. Maybe we need questions based on emotional quotient. CAT may not be the only way to admit students to the IIMs," said IIM Calcutta director Sekhar Chaudhuri.

The directors refused to set a timeline for the revamp.

**IIM fees:** The Centre on Monday urged the IIMs to refrain from increasing their fees "arbitrarily" and introduce a system to determine exactly how much the fees can be increased.

Speaking at the valedictory function of the two-day convention on management education in India at IIM Calcutta, the additional secretary of HRD ministry, Ashok Thakur, said the IIMs needed to look at alternative ways to augment revenue.



Name of the Publication : Business Standard  
Edition : New Delhi  
Date : 8/11/10

## विदेशी फैकल्टी : आईआईएम के लिए एक सपना

विनय उमरजी और कल्पना पाठक

**कें**द्र सरकार ने भारतीय प्रबंध संस्थानों (आईआईएम) को और ज्यादा स्वायत्तता प्रदान कर दी है। लेकिन इन बिजनेस स्कूलों पर तत्काल इसका प्रभाव नहीं दिखेगा। आईआईएम के डीन और निदेशकों ने बिजनेस स्टैंडर्ड से कहा कि उन्हें मिले और अधिकारों का लाभ उठाया जा सके इससे पहले हमें जमीनी स्तर पर बहुत सारे काम करने की जरूरत है।

मानव संसाधन और विकास मंत्रालय ने आईआईएम को अपने फंडों के प्रबंधन और बजट अनुमोदित करने की स्वायत्तता दे दी है। इसके तहत आईआईएम को अपनी फैकल्टी के वेतन-भत्ते तय करने का अधिकार मिल गया है। विशेषतौर पर अब भारी-भरकम वेतन-पैकेज और अन्य सुविधाओं के जरिये वे विदेशी फैकल्टी को आकर्षित कर सकेंगे।

आईआईएम के एक डीन ने कहा "इससे पहले आईआईएम को इस तरह की स्वतंत्रता नहीं थी। हमारी स्वायत्तता बढ़ने से निश्चित रूप से हम योग्य फैकल्टी आकर्षित कर सकेंगे और उन्हें बनाए रख सकेंगे। लेकिन इसके लिए केवल आकर्षक वेतन पैकेज ऑफर करना पर्याप्त नहीं होगा, खासकर विदेशी फैकल्टी के संदर्भ में। उनके लिए और भी चीजें अहम हैं जैसे बेहतर करियर की संभावनाएं, रिसर्च के लिए अवसर, एक्सपोजर आदि। अच्छी फैकल्टी आकर्षित करने के लिए इन सभी पहलुओं पर भी ध्यान देना होगा। आकर्षक वेतन-पैकेज तो इसका केवल एक हिस्सा है। हमें बाकी सभी



क्षेत्रों पर भी काम करने की जरूरत है, जिसमें कुछ वक्त लगेगा।"

कुछ इसी तरह के विचार आईआईएम लखनऊ के निदेशक देवी सिंह भी रखते हैं। वे कहते हैं, 'अंतरराष्ट्रीय स्तर के प्राध्यापकों (फैकल्टी) को आकर्षित करने के लिए केवल मोटी तनख्वाह का लोभ देना पर्याप्त नहीं होगा। आईआईएम को वेतन पैकेज तय करने का अधिकार मिलने से वे इस दिशा में आगे बढ़ेंगे लेकिन बाकी अन्य क्षेत्रों में भी काम करना होगा।'

आईआईएम के समक्ष एक और विचारनीय विषय है। वह है फंडों के उपयोग की प्राथमिकता कैसे तय की जाए। आईआईएम के डीन और निदेशकों के अनुसार, हमें यह तय करने की जरूरत होगी कि अपने फंडों का कितना हिस्सा वेतन-भत्तों के भुगतान पर खर्च करना है। विशेषतः कहते हैं कि भारत की तुलना में अंतरराष्ट्रीय स्तर

पर वेतन-भत्ते काफी ज्यादा हैं। अब सवाल यह उठता है कि आईआईएम इसकी तुलना में और कितने ज्यादा वेतन को पेशकश करेगा। जिससे विदेशी फैकल्टी आकर्षित हो सके। इसके लिए ज्यादा फंड की दरकार होगी। इसे पूरा करने के लिए आईआईएम को अपने लाभ पर ही निर्भर रहना होगा। जबकि आईआईएम के समक्ष और दूसरी प्राथमिकताएं भी हैं। आधारभूत सुविधाओं के विस्तार और शोध व रिसर्च के लिए भी अलग से फंड की जरूरत होगी।

मानव संसाधन विकास मंत्री कपिल सिब्बल ने इस साल अप्रैल माह में तीन अलग-अलग टास्क फोर्स गठित किया था। टास्क फोर्स की सिफारिशों के आधार पर ही मंत्रालय ने आईआईएम को स्वायत्तता प्रदान की है। रीडिफ डॉट कॉम के संस्थापक, चेयरमैन और सीईओ अजित वात्साकृष्णन ने अपनी रिपोर्ट में सिफारिश की थी कि बिजनेस

स्कूलों में फैकल्टी की समस्या को दूर किया जाए। आईआईएम के संचालन को लेकर गठित टास्क फोर्स की अध्यक्षता मारुति सुजुकी इंडिया के चेयरमैन आर सी भागवत ने की थी। एक अन्य टास्क फोर्स का नेतृत्व उद्योग संगठन सीआईआई के अध्यक्ष हरि भरतिया ने किया।

वात्साकृष्णन आईआईएम कलकत्ता के संचालन बोर्ड के चेयरमैन भी हैं। उन्होंने कहा कि "हम लोग आईआईएम के लिए अंतरराष्ट्रीय स्तर के फैकल्टी को स्थायी तौर पर रख सकते हैं या फिर गेस्ट फैकल्टी के रूप में उनकी सेवा ले सकते हैं। अनुबंध के आधार पर भी उनको नियुक्ति की जा सकती है।"

सभी सात आईआईएम के लिए करीब 400 फैकल्टी सदस्य हैं। इसके अलावा अन्य 60 फैकल्टी सदस्यों की दरकार है। देश में 2010-11 तक 4 और नए आईआईएम तैयार हो जाएंगे जिसके लिए और 250 फैकल्टी सदस्यों की जरूरत होगी। आईआईएम पूरे देश में प्रबंधन शिक्षा की जरूरत का 5 फीसदी से भी कम हिस्से को पूरा करता है। हालांकि ये संस्थान न केवल अपने लिए योग्य फैकल्टी की जरूरत पूरी करते हैं बल्कि देश के अन्य प्रबंधन संस्थानों को अच्छी फैकल्टी उपलब्ध कराते हैं।

आईआईएम के एक प्राध्यापक ने कहा, 'मंत्रालय द्वारा आईआईएम को दी गई स्वायत्तता से खास लाभ यह है कि इससे वे न केवल अपने लिए विदेशों से योग्य फैकल्टी की तलाश कर सकेंगे बल्कि इससे देश के अन्य भागों से भी प्रतिभाशाली लोगों को आकर्षित कर अपने से जोड़ सकेंगे।'

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