



Indian Institute of Management Lucknow



NEWSLETTER

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"Knowledge has to be improved, challenged, and increased constantly, or it vanishes."

-Peter F Drucker

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In this Issue

RESEARCH PUBLICATIONS:

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Conference/Seminar Publications

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METAMORPHOSIS

MDPs

Gyanodaya: Latest Arrivals



RESEARCH PUBLICATIONS**JOURNAL PUBLICATIONS**

Akbar. M. "Strategic Response by Indian Internet Entrepreneurs to Dotcom Boom and Bust: An Exploratory Study", *Journal of International Business and Entrepreneurship Development*, Vol. 4, Nos. 1-2 (2009).

ABSTRACT

The lack of studies in the literature on internet entrepreneurs in India, an emerging market, inspired this study. The study covered the period of boom of 1998-1999 and the period of bust in 2000-2001 and was conducted from April-August 2003, with a sample of 91 responses. The survey method was used mainly to understand the patterns in the profiles of the Indian internet entrepreneurs, their motivations, business models, strategies, financing patterns and performance. Based on the empirical data, conclusions and implications are drawn. The results are contrary to the common belief that Indian internet entrepreneurs also rushed to start businesses spearheaded by novice college graduates. Although the impact of boom and bust has influenced the rates of business start-ups and closures, the majority of the entrepreneurs were found to be seasoned and experienced professionals whose business models remained stable and strategies flexible with reasonably focused business domains in spite of the recession.

Chakraborty, Madhumita, P.K. Jain and Vinay Kallianpur, "Mutual Fund Performance - An Evaluation of Select Growth Funds in India", *South Asian Journal of Management*, Vol. 15 No. 4 (Oct-Dec, 2008).

ABSTRACT

The study attempts to evaluate the performance of mutual funds on the basis of rate of return as well as the risk adjusted methods. The performance of the mutual funds are compared with the risk free returns as well as the benchmark index (BSE100) which is taken as a proxy for market returns. The rates of return analysis performed on the sample of equity funds showed that all the mutual funds except one in the sample earned returns in excess of the risk free rate of return offered by 364-day Treasury bill. The comparison of rates of return of the benchmark index and the sample of mutual funds indicates that majority of the equity mutual funds (included in the sample) have outperformed the benchmark. However, when the mean return of the entire sample is considered, it does not show significantly different return from that of the benchmark BSE 100 index. An analysis based on risk-adjusted performance, however, shows a different picture where most of the funds (around 70%) in the sample have posted positive and better Sharpe as well as Treynor's ratio compared to the benchmark BSE 100 index. The study, thus, although provides some evidence of satisfactory performance in terms of returns generated per unit of risk, yet, a conclusive statement regarding the capabilities of mutual fund managers is still elusive.

Chhabra, Bindu and Roshan Lal Raina, "Leadership Competencies in the 'Knowledge - Driven - Context", *LBS Journal of Management & Research*, Vol. 6 Nos. 1-2 (2008): 52-63.

ABSTRACT

In today's world, competitive advantage originates more from 'knowledge' rather than from traditional sources of 'labour' and 'capital'. 'Knowledge' has become the leveraging factor in making

growth more 'robust', be it at the micro level, or macro. Knowledge economy, that today's organizations are a part of, is marked by dramatic changes in society, economy and technology. Markets and workforces are increasingly becoming diverse and global. Business environment, under such an ever changing scenario, requires managers to respond to unpredictable threats and opportunities. To meet such challenges, organizational leaders need to be more flexible - stimulating innovation, creativity and responsiveness. They need to learn to manage continuous adaptation to change - without losing the strategic focus. This paper gives an overview of the challenges faced by the leaders in the cited context and the competencies required by them to meet these challenges.

CONFERENCE/SEMINAR PUBLICATIONS

Chakraborty, Madhumita *"Does the Dalal Street Correctly Value Tourism and Hotel Stocks? An Empirical Investigation"*, Paper presented at the International Conference on 'Tourism in Global Village', held at IIM Lucknow during 8th-10th April, 2009. The same was also published in the e-proceedings of the conference.

ABSTRACT

There is some evidence in the west that the lodging stocks are undervalued. This motivates the present study which investigates whether such an under-valuation phenomenon exists in India, too. The study applies the Residual Income model to estimate the expected equity values (EEVs) against which the market equity values are compared to assess the over or under-valuation. The results reveal that the market prices of tourism and hotel stocks are not significantly different from EEVs, while the stocks in the other service sectors are over-valued in comparison to their EEVs. A comparison between the two samples reveals that the tourism and hotel stocks are significantly under-valued in comparison to those of the other service sectors. This may create an opportunity to acquire such stocks at significant discounts.

Ganguly, B., S.B. Dash and Arunabha Mukhopadhyay, *"The Effects of Website Characteristics on Trust in Online Travel Portals: The Moderating Role of Demographics and Psychographics Variables - An Empirical Study in the Indian context"*. Paper presented at the International Conference on 'Tourism in Global Village' held at IIM Lucknow during April 8-10, 2009.

ABSTRACT

Lack of trust in online transactions has been cited, by past scholars, as the main reason for the abhorrence of online shopping. This paper proposed a model and provided empirical evidence on the impact of the website characteristics on trust in online transactions in the domain of travel portals across customers of varying psychographic and demographic characteristics. In the first phase, a causal model is developed in which the relative importance attached to the different website characteristics factors in online travel portals are identified. In the next phase, we propose a set of models that focus on the customers' personal variables i.e. demographics and psychographics – that moderates the relationship between the website characteristics and trust. Our empirical model offers insights in the relative importance of the website characteristics contributing to trust in travel portals across customers of varying psychographic and demographic characteristics in India.

OTHER ASSIGNMENTS

On an invitation from Hyundai Motors India Ltd., Dr. Roshan Lal Raina visited Korea during April 26 to May 02, 2009 as part of "Goodwill Trip for Opinion Makers from Various Strata of Indian Society."

EVENTS DURING THE MONTH



International Conference on

Tourism in a Global Village

Was held at IIM Lucknow from April 8-10. Prof. Devi Singh, Director IIM Lucknow inaugurated the conference, while Prof. Prof Russell Arthur Smith of Cornell-Nanyang Institute of Hospitality Management, Singapore delivered the keynote address. On the final day, delegates were taken to a conducted tour of Lucknow.

More than 50 papers were presented in the conference on the following themes:

Tourism Management Conceptual Issues

- Definitional Issues
- Tourism as an academic field of study
- Different Approaches to studying Tourism

HR Issues in Tourism

- Manpower planning,
- Motivation and leadership
- Organizational Development

Marketing Interventions in Tourism

- Strategic Tourism Marketing
- Tourism/ Destination Branding
- Tourism Product and Markets
- Tourist Shopping Behavior

Tourism Policy and Planning

- Role of the state and institutions
- National Tourism Policy and Planning
- Regional Tourism Policy and Planning
- Local Destination Planning and Policy

Financial Issues

- Innovative Financial Services
- Taxation in Tourism
- Risk Management in Tourism

Sustainable Tourism

- Ecotourism
- Sustainability and Mass Tourism
- Sustainability and small-scale tourism
- Destination Sustainability

Adoption and Use of Information and Communication Technology Interventions in Tourism

Emerging Role of Public Private Partnerships in Tourism Avenues for entrepreneurship on tourism (Service and product related)

Innovative practices in Tourism

METAMORPHOSIS

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METAMORPHOSIS

A Journal of Management Research



INSIDE

Political Economy of Exchange Rate Management

Third Party Logistics Industry in India: Opportunities and Challenges

An Assessment of Internal Market Orientation in Jammu and Kashmir Bank through Internal Customers' Perspective

Explaining the Volatility of Aggregate Stock Returns in India with Markov-Switching Regime ARCH Model

CRM Best Practices: A Case Study of A European Bank

Book Reviews

Volume 7 Number 2 (July-December) 2008 of the Institute's bi-annual, peer-reviewed journal METAMORPHOSIS- A Journal of Management Research was released.

The issue is organized as follows:

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

- Third Party Logistics Industry in India: Opportunities and Challenges
-D.K. Agrawal
- An Assessment of Internal market Orientation in Jammu and Kashmir Bank through Internal Customers' Perspective
-Gurjeet kaur, R.D. Sharma and Nitasha Selí
- Explaining the volatility of Aggregate Stock returns in India with Markov-Switching Regime ARCH Model
-K.N. Badhani

(B) MANAGEMENT CASE:

CRM Best Practices: A Case Study of a European Bank
-Kallol Das

(C) BOOK REVIEWS

- Spirituality in Management: Means or End?
-Shailendra Singh
- Strategic Human Resource Management
-Payal Mehra
- Chindia Rising: How China and India will affect your Business
-Subhash Jha

This issue has two new features, which are:

- (i) Telescopic Reviews and (ii) List of Working papers by IIML Faculty in 2008.

MANAGEMENT DEVELOPEMENT PROGRAMMES

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
GMP for Probationary Officers Indian Railways	April 6 - June 26, 2009	Prof. Samir K . Srivastava and Prof. Sanjay K Singh
Conference on Tourism in Global Village - Contemporary Practices and Innovations	April 8-10, 2009	Prof. Devashish Dasgupta and Prof. Rajesh Aithal
MDP for Indian Railway Officers	April 14-25, 2009	Prof. Devashish Dasgupta
Leadership Development Programme for NTPC Executives	April 20-May 9, 2009	Prof. Archana Shukla
Strategic Market Planning for Profitability and Growth	April 24-28, 2009	Prof. Saji K B Nair



GYANODAYA- LATEST ARRIVALS

ACCOUNTING

Weiss, Lawrence A Does accounting reflect the nature of the firm: teaching note / Lawrence A Weiss and Maury Peiperl.-- Switzerland: IMD, 2006.
Alt. Title: IMD10256T CA700

Geier, Jim Developing voice over wireless LANs.-- New Delhi: Pearson, 2007 38022

Highsmith, Jim Agile project management: creating innovative products.-- Delhi: Pearson, 2008 39173

COMPUTER & INFORMATION SYSTEMS(CIS)

Cisco Systems, Inc CCNP self-study: building Cisco remote access networks (BCRAN).--2nd ed-- New Delhi: Pearson, 2008 38026

De Laet, Gert Network security fundamentals / Gert De Laet and Gert Schauwers.-- Delhi: Pearson, 2005 38029

Hoda, Mynul Cisco network security troubleshooting handbook.-- New Delhi: Pearson, 2006 38049

Kaza, Ramesh Cisco IP telephony: planning, design, implementation, operation, and optimization / Ramesh Kaza and Salman Asadullah.-- Delhi: Pearson, 2005 38048

Miller, M Lisa MIS cases: decision making with application software.-- 3rd ed-- New Delhi: Pearson, 2008 39176

Oppenheimer, Priscilla Top-down network design.--2nd ed-- Delhi: Pearson, 2004 38028

Reddy, Kumar Building MPLS based broadband access VPNs.-- Delhi: Pearson, 2005 38031

Regan, Patrick IT essentials: PC hardware and software labs and study guide.--3rd ed-- New Delhi: Pearson, 2008 39175

Rullan, John WAN technologies CCNA 4 labs and study guide.-- New Delhi: Pearson, 2007 38025

Wallace, Kevin Authorized self-study guide Cisco voice over IP (CVoice). -- 2nd ed-- New Delhi: Pearson, 2007 38046

ECONOMICS

Chakravorty, Sanjoy Made in India: the economic geography and political economy of Industrialization / Sanjoy Chakravorty and Somik V Lall.-- New Delhi: OUP, 2007 39162

Link, Albert N Innovation, entrepreneurship, and technological change / Albert N Link and Donald S Siegel.-- Oxford: OUP, 2007 39178

Porritt, Jonathon Capitalism as if the world matters.--Fully Rev Updated ed. - London: Earthscan, 2007 38590

Romer, David Advanced macroeconomics.--3rd ed-- Boston: McGraw-Hill, 2006 39193

Saperstein, Jeff Creating regional wealth in the innovation economy: models, perspectives, and best practices / Jeff Saperstein and Daniel Rouach.-- New Jersey: Prentice Hall, 2002 39181

Trade liberalization and India's informal economy / Barbara Harris-White and Anushree Sinha.-- New Delhi: OUP, 2007 39167

FINANCIAL MANAGEMENT

Goldstein, Morris Debating China's exchange rate policy / edited by Morris Goldstein and Nicholas R Lardy.-- Washington, DC: Peterson Institute for International Economics, 2008 39125

Stutely, Richard The definitive guide to business finance: what smart managers do with the numbers.--2nd ed-- New Delhi: Pearson, 2007 38027

KNOWLEDGE MANAGEMENT/DECISION MAKING

Oxelheim, Lars Corporate decision-making with macroeconomic uncertainty: performance and risk management / Lars Oxelheim and Clas Wihlborg.-- Oxford: OUP, 2008 39177

LABOUR ECONOMICS

Kenworthy, Lane Jobs with equality.-- Oxford: OUP, 2008 39179

MANAGEMENT (QUANTITATIVE)

Operations research applications / edited by A Ravi Ravindran.-- Boca Raton: CRC Press, 2009 39302

Operations research methodologies / edited by A Ravi Ravindran.-- Boca Raton: CRC Press, 2009 39303

MARKETING

Awad, Elias M Electronic commerce: from vision to fulfillment.--3rd ed-- New Delhi: Pearson, 2007 38030

MULTIDISCIPLINARY (GENERAL)

Ali Farhoomand Does IT pay off: ? : strategies of two banking giants.-- Hong Kong: HBS, 2007.

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Amheiter, Edward D. Loctite Corporation / Edward D Amheiter and John J Cocco.- - Ontario: Ivey, 2002.

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Anfinson, David IT essentials: PC hardware and software companion guide /David Anfinson and Ken Quamme.--3rd ed-- New Delhi:Pearson,2008 39174

Bapuji, Hari Mattel and the Toy Recalls (A) / Hari Bapuji, Paul W. Beamish.-- London: Ivey, 2008.

Alt. Title: 908M10 CA822

Bapuji, Hari Mattel and the Toy Recalls (B) / Hari Bapuji, Paul W. Beamish.-- London: Ivey, 2008.

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Bell, David E. Academia Barilla / David E Bell and Mary Shelman.-- Boston: HBS, 2007.

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Illinois: Kellogg School of Management, 2006.

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Thunderbird School of Global
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CA718,A;
CA719,B

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/Stewart Hamilton and Alicia
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Jain, Vivek Kumar enterprises (A) & (B) / Vivek Jain and K Bakakrishnan.--Ahmedabad: IIMA, 1978.
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Koshy, Abraham Arun ice-cream / Abraham Koshy and N Venkiteswaran.-- Ahmedabad: IIMA, 2000.
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PRODUCTION MANAGEMENT

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STRATEGIC MANAGEMENT

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