



# Indian Institute of Management Lucknow



## NEWSLETTER

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Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall.”

-STEPHEN R. COVEY

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**RESEARCH PUBLICATIONS****JOURNAL PUBLICATIONS**

**Ganguly, B, S.B. Dash and D. Cyr, "Website Characteristics, Trust and Purchase Intention in Online Stores: - An Empirical Study in the Indian context", *Journal of Information Science and Technology*, Vol. 6 Issue 2 (2009): 22-44**

**ABSTRACT**

Lack of trust in online transactions has been cited, by past scholars, as the main reason for the abhorrence of online shopping. In this paper we proposed a model and provided empirical evidence on the impact of the website characteristics on trust in online transactions in Indian context. In the first phase, we identified and empirically verified the relative importance of the website factors that develop online trust in India. In the next phase, we have tested the mediator effect of trust in the relationship between the website factors and purchase intention (and perceived risk). The present study for the first time provided empirical evidence on the mediating role of trust in online shopping among Indian customers.

**Saji, K.B. and S.U. Nair, "A Predictive Model for Retailing Effectiveness"; *International Journal of Business Research*, Vol.9, No.1 (2009): 135-139.**

**ABSTRACT**

Recent academic researches have greatly contributed to the extant literature on retailing in a number of ways. Among them are experimenting new theories to existing problems, addressing critical knowledge gaps, identifying a theory's boundary conditions, tackling interesting practitioner problems, and reconciling contradictory findings. The present paper reports the outcome of a solid experimentation to retailing theory that the researchers have tried out on the notion of retailing effectiveness. Through one of our own earlier papers, we defined the term 'retailing effectiveness' as "the degree to which a retailing firm is able to accomplish its own business objectives". On a dataset generated through an empirical study on corporate chain stores in India, the researchers have tried out a statistical decision tree algorithm for classification and data mining the retailing performance outcome. The algorithm has the capability to employ an unbiased variable selection technique by default; imputation instead of surrogate splits to deal with missing values, and easily handled categorical predictor variables with many categories. We expect that the present paper would throw open new possibilities for making substantive, theoretical, and practical advances in retailing.

**Singh S. K., "An Epidemic roars but no one cares!" *TransReporter* (August 2009): 24-27.**

**ABSTRACT**

The ominous road fatality rate in the cities of Uttar Pradesh (UP) has almost become an epidemic. Road fatalities are the main cause of accidental deaths in almost every city of UP. The seriousness of road safety problem in cities of UP can be gauged from the fact that the fatality risk, road accident fatalities per 100,000 people, in these cities is more than twice than that in the rest of the metropolitan cities of India. The main reason for high fatality rate in UP's cities is the prevailing imbalance in modal split besides inadequate transport infrastructure and its sub-optimal use. A key part of the solution is to assess the road network in cities and identify the dysfunctional roads where large numbers of road users are being killed and seriously injured and then target these roads for safety upgrading with affordable and cost effective measures.

## EDITORIAL ASSIGNMENTS

Prof. Saji K.B. Nair served as Reviewer on the Editorial Review Board of the Conference Proceedings of the American Marketing Association's (AMA) 2009 Summer Marketing Educators' Conference held at Chicago, Illinois 60611, USA during August 7-10, 2009.

## OTHER ASSIGNMENTS

Mr. Mustahasan Usmani Raja (Deputy Librarian), was invited, by Indira Gandhi National Open University, as a Resource Person for Interactive Radio Counselling through Gyanvani, All India Radio on August 8, 2009. The Live phone-in programme was targeted to IGNOU's MLIS programme for Fundamentals of Information Communication Technologies.

## EVENTS DURING THE MONTH



### **'Ms Charu Sehgal, Senior Director, Deloitte Consulting presents a perspective for the professional manager to enable inclusive growth in India'**

Ms Charu Sehgal, Senior Director, Deloitte consulting, visited IIM Lucknow at its Noida campus to address the students of IPMX 2009-10 batch. She drew the attention of batch on the criticality of the requirement of inclusive growth by putting forth several facts of partial development of India. Where we boast on the figures like 8% GDP growth and eight-fold increase in FDI in five years, we are also ranked 132 in Human development index. She asserted that merely philanthropy and CSR cannot bring the kind of integration society demands, and suggested the triple bottom line (Financial/Economic, Environmental & Social) process for performance evaluation of companies. She opined that onus of this development is not only on government. Private public partnership (PPP) is one of the successful ways to bridge the gaps. Ms Sehgal was able to illustrate this by citing many successful PPP projects in Healthcare.

### **IIM Lucknow students visit McGill University**

**August 20-** IPMX students of batch 2010 returned from Montreal, Canada after attending a 3 week course on managing innovation and international finance at McGill University. The course is an integral part of the IPMX curriculum and is focused towards providing a global outlook towards current day management issues.

During their stay at McGill University, IPMX students learned how disruptive innovations impact management decisions and how to promote innovative culture in various industries. Students also learnt

about various aspects of international finance ranging from currency pricing to international asset valuation. The students attended workshops on global economics, leadership, corporate governance and sustainable development. The students also had an interactive session with Prof. Henry Mintzberg, one of the renowned strategy gurus of the current times. Prof. Mintzberg talked about how managers differ from MBAs and stressed upon the students to gain managerial expertise rather than just a degree.

Beside curriculum studies, IPMX students also had a business networking event organized by Indo-Canadian Chamber of Commerce. The event was attended by leading businessmen and senior management from Canadian industry and government officials. Also, as a part of its 'Leadership talk series' events, students got a chance to interact with Dr. Sunny Handa, a partner at Blake, Cassels and Graydon LLP.

IPMX is a full-time; one-year residential management program conducted by Indian Institute of Management, Lucknow (NOIDA) and is designed for mid/senior level professionals, to prepare them for leadership roles. The program is designed to develop business education that is grounded in the Indian and international business environment. The curriculum focuses on a strategic understanding of business, rooted in practical skill development through action learning projects and industry interface.



## METAMORPHOSIS



Volume 8 Number 1 (January-June) 2009 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:** Four papers have been published in this section.

- Organizational Effectiveness: Literature Review and a Research Framework for Food Processing Enterprises  
-Ruchi Srivastava and Vinayshil Gautam
- The UK Beverage Industry: Changing Nuances of Effective Strategic Planning Processes  
-Carolan McLarney and Ed Chung
- Sociotechnical Analysis of Firm Level Managerial Jobs: A Comparative Study in Indian Organizations  
-Koustab Ghosh and Sangeeta Sahney
- Do Corporate Annual Reports Communicate Corporate Strategy?  
- R. Srinivasan

**(B) MANAGEMENT CASE:**

Regional Science City, Lucknow  
-Rajesh K. Aithal

**(C) BOOK REVIEW**

- Harvard Business Review on Tests of a Leader  
-Shiva Kumar Srinivasan

## MANAGEMENT DEVELOPEMENT PROGRAMMES

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Understanding Self for Managerial Excellence	August 10-12, 2009	Prof. Pankaj Kumar
Leadership Development for Education Managers (UNICEF)	August 17-21, 2009	Prof. Shailendra Singh & Prof. Payal Mehra
Managerial Effectiveness for AGMs of Punjab National Bank	August 17-21, 2009	Prof. Archana Shukla
MDP for Canara Bank Executives	August 17-22, 2009	Prof. Himanshu Rai & Prof. Rajesh K Aithal
Leadership Development for Education Managers (UNICEF)	August 24-28, 2009	Prof. Shailendra Singh & Prof. Payal Mehra
MDP for Canara Bank Executives	August 24-29, 2009	Prof. Himanshu Rai & Prof. Rajesh K Aithal
Marketing and Finance for Budding Professionals	August 25-29, 2009	Prof. Rajesh K Aithal & Prof. Manoj Kumar
MDP for AGMs of Punjab National Bank	August 31-September 4, 2009	-
Data Mining and GIS for Decision Support in Agriculture	August 31 - September 11, 2009	Prof. Jabir Ali
Leadership Development for Education Managers (UNICEF)	August 31 - September 4, 2009	-

## FORTHCOMING MDPs

NAME OF THE PROGRAMME	DURATION	PROGRAMME DIRECTOR
Leadership Development for Education Managers of Bihar Govt.	September 7-11, 2009	Prof. Shailendra Singh & Prof. Payal Mehra
Module III of Leadership Development Programme for NTPC Executives	September 7-18, 2009	Prof. Archana Shukla & Prof. Ajay Garg
Leadership Development for Education Managers of Bihar Govt.	September 14-18, 2009	Prof. Shailendra Singh & Prof. Payal Mehra
Personal Growth through Emotional Intelligence	September 16-18, 2009	Prof. Shailendra Singh
Faculty Development Programme of Society of Operations Management	September 22-26, 2009	Prof. R K Srivastava
Workshop on Digitization Resources using Open Source Software: Greenstone digital Library	September 23-25, 2009	IIML Library team



## The Hitavada

### IIM Lucknow's entrepreneurship campaign to increase awareness

Samridhi, a social entrepreneurship has been launched with the objective of increasing awareness of social entrepreneurship in the student community, especially the IITs and IIMs, said IIM-Lucknow

LUCKNOW, Aug 24 (PTI)

ABHIYAN, the e-cell of Indian Institute of Management Lucknow, in association with National Social Entrepreneurship Forum has launched Samridhi, a social entrepreneur initiative. "Samridhi has been launched with the objective of increasing awareness of social entre-

preneurship in the student community, especially the IITs and IIMs," a release issued by IIM-L said.

Besides it also aims at initiating industry interaction in the social entrepreneurial space so that students can get encouraged to take up internship and employment in various ventures, it said.

"To the community at large, the initiative wants to attract investors to the field and act as a facilitator for a budding social entrepreneur who seeks resources," the release said. Samridhi, launched on Sunday at IIM-L, aims to provide three different perspectives to the students.

"One perspective is that of a social observer describing the trends that the country has seen in social entrepreneurship, second that of a social

entrepreneur and finally the perspective of a facilitator in trying to encourage and support the social entrepreneurial space," it said.

Key note speakers were Prema Gopalan, MD Swayam Sikshak Prayog, among others. Gopalan gave students insights into the genesis of Swayam Sikshak Prayog, a prominent organisation developing the model of business through self help groups in Tamil Nadu.

In her speech, she highlighted how women in these regions have become innovators and brought collective prosperity to the village and society at large. Samridhi in association with NSEF will conduct other events in an attempt to network with associations like Ashoka and KhmeKa Foundation.

## बिज़नेस स्टैंडर्ड

### लौट आर दिन बहार के

प्रदीप्ता मुखर्जी  
कोलकाता, 18 अगस्त

चालू वित्त वर्ष की पहली तिमाही में कंपनियों के नतीजों ने उनके मालिकों को ही खुशी नहीं बखशी है बल्कि इन कंपनियों में काम करने को आस लगाए बिजनेस स्कूलों में जो तोड़ भेड़त कर रहे छात्रों को भी काफी राहत दी है। पिछले साल मंदी के सबसे बुरे दौर की बजह से बेजार हुए बिजनेस स्कूलों में इस बार हालात बदले हुए हैं। देश के प्रतिष्ठित बिजनेस स्कूलों में शुमार भारतीय प्रबंधन संस्थानों (आईआईएम) और जम्मशेदपुर के एक्सप्लोरआरआई समेत सभी दिग्गज स्कूलों को पूरी उम्मीद है कि इस साल छात्रों को नौकरी के बेहार मीके मिलेंगे।

इस उम्मीद को बुनियाद भी बड़ी मजबूत है। इन स्कूलों में पढ़ रहे कुल छात्रों में 7 से 10 फीसदी को कोर्स पूरा होने से पहले ही



बढ़ गए भाव

करीब 10 फीसदी छात्रों को पहले ही मिल गई है नौकरी

आईआईएम-ए में सलाहकार और मार्केटिंग कर्णियों का जोर

बंगलुरु और कोलकाता में सिल्वर से शुरू होगी प्रक्रिया

नौकरी मिल गई है। बिजनेस की भाषा में इसको प्री प्लेसमेंट ऑफर यानी पीपीओ कहते हैं। आईआईएम में छात्रों के प्रेसमेंट के लिए काम करने वाली समन्वय समिति के मुताबिक 2008 में वर्यधिकत ही

इस तरह के ऑफर आए थे।

कंपनियों उन्हीं छात्रों को ऑफर देने को तयजोह दे रही हैं जो इंटरमीशप के दौरान उन कंपनियों में काम कर चुके हैं। इस साल निवेश बैंकों और सलाहकार फर्मों की ओर से ज्यादातर पीपीओ आए हैं। इनमें मॉर्गन स्टैनली, रॉयल बैंक ऑफ स्कॉटलैंड, मैकिंजी एंड कंपनी, येन एंड कंपनी और बॉस्टन केम्पेण्डेसी समूह जैसी कंपनियां हैं जो आईआईएम के छात्रों को अपने पाले में काना चाहती हैं।

आईआईएम लखनऊ के प्रवक्ता कहते हैं, हमारे छात्रों को पहले ही कई पीपीओ मिल चुके हैं और कुछ को प्री प्रेसमेंट इंटरव्यू के लिए मौका मिला है। देश विदेश की कई दिग्गज सलाहकार, वित्तीय और विपणन कंपनियां हमारे छात्रों को लेना चाहती हैं। मुझे उम्मीद है कि इस साल छात्रों को काफी मौके मिलेंगे। पिछले साल आईआईएम लखनऊ में 326 छात्रों में से 90 को ही पीपीओ मिला था।



## THE TIMES OF INDIA

### 'BALANCE BETWEEN BUSINESS AND SOCIETY'

THE INDIAN INSTITUTE OF MANAGEMENT (IIM), LUCKNOW IS CELEBRATING ITS SILVER JUBILEE THIS YEAR.

DEVI SINGH, DIRECTOR, IIM-L TALKS TO SURBHI BHATTA



Devi Singh

How has the journey been in the last 25 years?

Since its inception in 1984, IIM-Lucknow has grown into an integrated global management school. We have increased the number of seats in our postgraduate programme from 240 (2004) to 374 (2009), which is the highest among IIMs. We established a postgraduate programme in agribusiness management facility in 2005. Research has always been one of our priorities. As a result, there has been a consistent increase in the number of international publications, number of research papers and conference papers presented both in India and abroad, as well as the number of books published. Today, IIM-L has international partnerships with 22 business schools in 1 countries. It is the first IIM to start an additional campus in the country, which is in Noida and has been operating for the last three years. IIM-L undertakes possibly the largest number of government

and PSU management development programmes among all IIMs.

How is IIM-L celebrating its silver jubilee year?

In the next few months, we will be chalking out a new strategy to push for the next level of growth. We have planned a retreat later this year for the faculty where we can deliberate on the larger issues of management and IIM-L's future focus.

We are planning to set up a National Faculty Development Centre at the Noida campus to provide developmental skills to faculty members from other business schools.

IIM-L was the first IIM to open a second campus. Do you think such initiatives can dilute the brand?

No. Instead, our second campus gives us the opportunity to explore and experience much more. If on one hand, our Lucknow campus is offering postgraduate programmes for students, our Noida campus is focusing on executive education. We are also running a part-time Working

Managers Programme (WMP) at the Noida campus. The International Programme in Management for Executives (IPMX) is a one year programme and is the only mid-career programme which has a complete term at McGill University.

We plan to make our Noida campus a hub for executive training. The work is already on to create a world class convention facility with a seating capacity of 1,250. We will be launching a new postgraduate programme in finance at our Noida campus soon.

What are the challenges ahead and how do you plan to deal with them?

A fully integrated business school, IIM Lucknow cannot escape the effects of globalisation. The need of the hour is to work closely with opinion leaders and policy makers to create sustainable solutions. IIMs need to work towards equipping students to face the greater challenges of life — the most recent being the global economic crisis. In fact, we at IIM Lucknow, are proposing a mandatory rural sensitisation pro-

gramme for our students to ensure that they get a hands-on feel of the real world.

This is your second term. What are your future plans?

I would like to focus more on research activities and faculty development. We plan to create a centre for sustainable development and inclusive growth.

We have a background of providing consultancy to projects in the social and rural sector. We can build upon this expertise to provide workable solutions.

We also want to provide leadership for programmes relating to environmental management. On this front, a management school can provide the relevant skills to future managers. However, we have already been offering courses on carbon trading, environmental laws and the business of environment for the last three years or so.

Another challenge will be to create a balance between business and society. We should not only expose our students to the best of industry but also introduce them to the reality of rural India that comprises 80% of our population.

Q&A



# IIML NEWSLETTER



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Designed by: **Vani Venkat**

